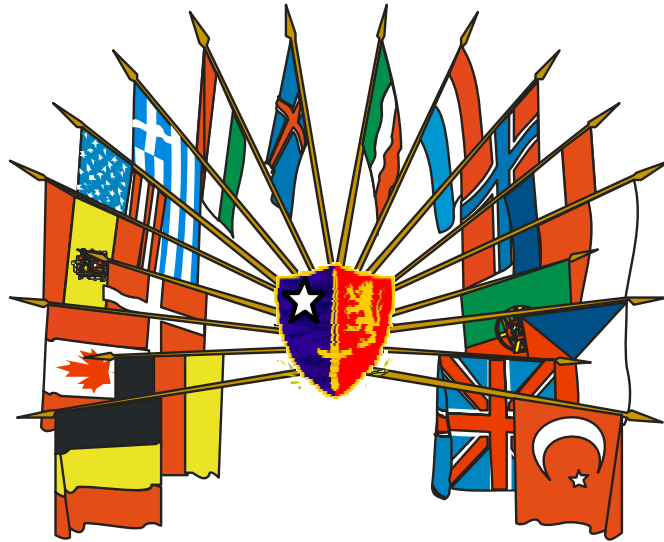


ACE

NCO-ER

PREPARATION GUIDE



**1st Edition
September 1999**

UNITED STATES ARMY ELEMENTS, ACE

NCO-ER EVALUATION REPORT

PREPARATION GUIDE

1. **PURPOSE:** To provide a step-by-step guide for preparing Noncommissioned Officer Evaluation Reports (NCO-ER) that will, in most cases, eliminate the need to refer to the more complicated governing Army Regulation, AR 623-205. This guide also focuses on performance counseling and considers several of the unique aspects of preparing NCOERs in the NATO environment.
2. **APPLICABILITY:** This guide applies to all Army NCOs and officers and sister service members who rate and senior rate Army NCOs.
3. **SUGGEST IMPROVEMENTS:** The proponent of this guide is the DCSPER Sergeant Major, ODCSPER, U.S. Army Elements, ACE. Users are invited to send comments and suggested improvements to the ODCSPER.
4. **CONTENTS:** This guide is organized to provide instructions for preparing NCO-ER based on the five parts of the NCO-ER.
5. **TABLE OF CONTENTS:**

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CHAPTER 1 - PERFORMANCE COUNSELING

PERFORMANCE COUNSELING

To stimulate leadership development, increase competence, teach and reinforce Army values and Standards

1. Face-to-face performance counseling is between the rater and the rated NCO is accomplished in order to improve performance and professionally develop the rated NCO. It is the process by which the rater develops and communicates performance standards at the beginning of the rating period (within the first 30 days) and discusses progress toward meeting these standards at least quarterly during the rating period. The goal is to get all NCOs to be successful and meet standards.

a. The best counseling is always looking forward. It does not dwell on the past and what was done, rather on the future and what can be done better.

b. Counseling at the end of the rating period is too late since there is not time to improve before evaluation

2. AR 623-205 is very specific in that allied officers cannot serve in the rating chain. There are, however, many instances where an allied officer or foreign national may be the direct supervisor of a NCO and provide input to the NCO's rating chain on the daily performance of duties. In these instances it is recommended that the supervisor conduct quarterly written performance counseling. This counseling would not replace the requirement for initial and quarter NCO-ER counseling by the rater. It could, however, serve as supplementary documentation to support the supervisor's input to the rating chain when an NCO-ER is due.

COUNSELING CHECKLIST

"Has information needed to counsel"

1. The NCO Counseling Checklist/Record is designed to be used with the NCO-ER as a sole source counseling support document. It contains just about all the information necessary to prepare for and conduct a counseling session. It also provides a place to record the results. Its use is required for counseling all CPLs and NCOs.

a. The rater keeps one checklist for each rated NCO until after the end of the rating period.

b. At first glance the checklist appears long; however, most of it is reference material concerning the "what" of counseling, the Army values and NCO responsibilities. The NCO Counseling Checklist/Record contains good information, but it must be read.

2. Raters and other members of the chain of command are authorized and encouraged to periodically check to ensure that counseling is being done. Senior raters should routinely ask to have the counseling packet accompany the NCO-ER. Reminder, it is the senior rater who obtains the rated NCO's signature on the NCO-ER.

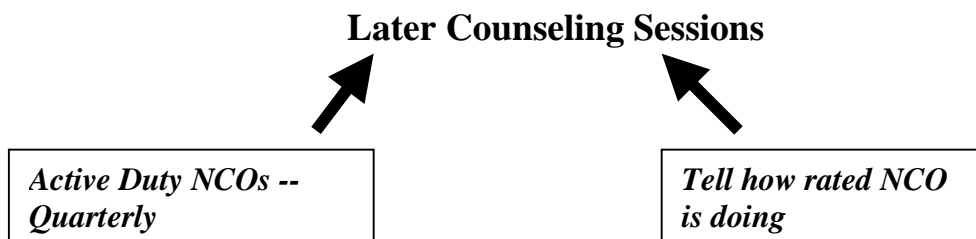
***How to plan and conduct performance
counseling using the Counseling
Checklist/Record (DA Form 2166-7-1)***

COUNSELING CHECKLIST/RECORD – PAGES 1 & 2

- ◆ Step-by-step checklists for rater on “How To” plan for and conduct:



Rater shows the rated NCO the rating chain and a complete duty description, discusses the meaning of the values and responsibilities contained on the NCO-ER, explains the standards for success, records key points discussed and obtains the rated NCO's initials.



Rater updates the duty description and based on observed action, demonstrated behavior and results, discusses what was done well and what could be done better, records key points discussed and obtains the rated NCO's initials.

- **Counseling Record – Place to Record:**

- ◆ Counseling dates

- ◇ Key points made
- ◇ Rated NCO's initials

- Breakdown of duty description on NCO-ER

**Rater must start counseling by showing a copy
of the duty description**

NCO COUNSELING CHECKLIST/RECORD

For use of this form, see AR 623-205; the proponent agency is DCSPER

NAME OF RATED NCO	RANK	DUTY POSITION	UNIT
JONES, DARRYL G.	SGT	Admin NCO	OPS/LOG Div

PURPOSE: The primary purpose of counseling is to improve performance and to professionally develop the rated NCO. The best counseling is always looking forward. It does not dwell on the past and on what was done, rather on the future and what can be done better. Counseling at the end of the rating period is too late since there is no time to improve before evaluation.

RULES:

1. Face-to-face performance counseling is mandatory for all Noncommissioned Officers.
2. This form is for use along with a working copy of the NCO-ER for conducting NCO performance counseling and recording counseling content and dates. Its use is mandatory for counseling all NCOs, CPL thru SFC/PSG, and is optional for counseling other senior NCOs.
3. Active Component. Initial counseling must be conducted within the first 30 days of each rating period, and at least quarterly thereafter. Reserve Components (ARNG, USAR). Counseling must be conducted at least semiannually. There is no mandatory counseling at the end of the rating period.

CHECKLIST - FIRST COUNSELING SESSION AT THE BEGINNING OF THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO.
 2. Get copy of last duty description used for rated NCO's duty position, a blank copy of the NCO-ER, and the names of the new rating chain.
 3. Update duty description (see page 2).
 4. Fill out rating chain and duty description on working copy of NCO-ER, Parts II and III.
 5. Read each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on page 3 and 4 of this form.
 6. Think how each value and responsibility in Part IV of NCO-ER applies to the rated NCO and his/her duty position.
- Note: Leadership and training may be more difficult to apply than the other values/responsibilities when the rated NCO has no subordinates. Leadership is simply influencing others in the accomplishment of the mission and that can include peers and superiors. It also can be applied directly to additional duties and other areas of Army community life. Individual training is the responsibility of all NCOs whether or not there are subordinates. Every NCO knows something that can be taught to others and should be involved in some way in a training program.
7. Decide what you consider necessary for success (a meets standards rating) for each value/responsibility. Use the examples listed on pages 3 and 4 of this form as a guide in developing your own standards for success. Some may apply exactly, but you may have to change them or develop new ones that apply to your situation. Be specific so the rated NCO will know what is expected.
 8. Make notes in blank spaces in Part IV of NCO-ER to help when counseling.
 9. Review counseling tips in FM 22-101.

COUNSELING

1. Make sure rated NCO knows rating chain.
2. Show rated NCO the draft duty description on your working copy of the NCO-ER. Explain all parts. If rated NCO performed in position before, ask for any ideas to make duty description better.
3. Discuss the meaning of each value/responsibility in Part IV of NCO-ER. Use the trigger words on the NCO-ER, and the expanded definitions on pages 3 and 4 of this form to help.
4. Explain how each value/responsibility applies to the specific duty position by showing or telling your standards for success (a meets standards rating). Use examples on pages 3 and 4 of this form as a start point. Be specific so the rated NCO really knows what's expected.
5. When possible, give specific examples of excellence that could apply. This gives the rated NCO something special to strive for. Remember that only a few achieve real excellence and that real excellence always includes specific results and often includes accomplishments of subordinates.
6. Give rated NCO opportunity to ask questions and make suggestions.

AFTER COUNSELING

1. Record rated NCO's name and the counseling date on this form.
2. Write key points made in counseling session on this form.
3. Show key points to rated NCO and get his initials.

CHECKLIST - LATER COUNSELING SESSIONS DURING THE RATING PERIOD

PREPARATION

1. Schedule counseling session, notify rated NCO, and tell him/her to come prepared to discuss what has been accomplished in each value/responsibility area.
2. Look at working copy of NCO-ER you used during last counseling session.
3. Read and update duty description. Especially note the area of special emphasis; the priorities may have changed.
4. Read again, each of the values/responsibilities in Part IV of NCO-ER and the expanded definitions and examples on pages 3 and 4 of this form; then think again, about your standards for success.
5. Look over the notes you wrote down on page 2 of this form about the last counseling session.

6. Think about what the rated NCO has done so far during this rating period (specifically, observed action, demonstrated behavior, and results).
7. For each value/responsibility area, answer three questions: First, what has happened in response to any discussion you had during the last counseling session? Second, what has been done well?; and Third, what could be done better?
8. Make notes in blank spaces in Part IV of NCO-ER to help focus when counseling. (Use new NCO-ER if old one is full from last counseling session).
9. Review counseling tips in FM 22-101.

COUNSELING 1. Go over each part of the duty description with rated NCO. Discuss any changes, especially to the area of special emphasis. 2. Tell rated NCO how he/she is doing. Use your success standards as a guide for the discussion (the examples on pages 3 and 4 may help). First, for each value/responsibility, talk about what has happened in response to any discussion you had during the last counseling session (remember, observed action, demonstrated behavior and results). Second, talk about what was done well. Third, talk about how to do better. The goal is to get all NCOs to be successful and meet standards. 3. When possible, give examples of excellence that could apply. This gives the rated NCO something to strive for, REMEMBER, EXCELLENCE IS SPECIAL, ONLY A FEW ACHIEVE IT! Excellence includes results and often involves subordinates. 4. Ask rated NCO for ideas, examples and opinions on what has been done so far and what can be done better. (This step can be done first or last). AFTER COUNSELING 1. Record counseling date on this form. 2. Write key points made in counseling session on this form. 3. Show key points to rated NCO and get his initials. 4. Save NCO-ER with this checklist for next counseling session. (Notes should make record NCO-ER preparation easy at end of rating period).		
COUNSELING RECORD		
DATE OF COUNSELING	RATED NCO's INITIALS	KEY POINTS MADE
INITIAL 980908		Discussed principal duties and areas of special emphasis. Prepare for upcoming security inspection. Train subordinates on proper office procedures and get ready for CTT. Appointed duties - TASO, Master Fitness Trainer, Commercial Services Rep. and Contact NCO for U.S. soldiers.
LATER 981215		Office is running smoothly - need emphasis on filing system. Start preparing subordinate for Soldier of the Month Board by conducting mock boards. Commended by Security Inspection team during inspection of classified documents. Concentrate on Common Tasks -- too many NO-GOs on practice test. Every soldier must meet all standards to accomplish mission.
LATER 990210		Pick-up additional duty as Postal NCOIC. Continue to work hard on degree -- completed 9 semester hours to date. Excellent mentor - subordinate won Soldier of the Month. Keep working on the FY 99 per diem budget. Keep soldiers up to speed on CTT.
LATER 990620		Managed per diem budget with great efficiency - will now start FY 00 per diem budget with fewer dollars. Need to revise Division Admin SOP. Think of areas that need improvement. Received Certificate of Commendation from CG, USAE for excellent admin support provided during a PIP Exercise.
DUTY DESCRIPTION (PART III of NCO-ER)		
<p>The duty description is essential to performance counseling and evaluation. It is used during the first counseling session to tell rated NCO what the duties are and what needs to be emphasized. It may change somewhat during the rating period. It is used at the end of the rating period to record what was important about the duties.</p> <p>The five elements of the duty description:</p> <p>1 & 2. Principal Duty Title and Duty MOS Code. Enter principal duty title and DMOS that most accurately reflects actual duties performed.</p> <p>3. Daily Duties and Scope. This portion should address the most important routine duties and responsibilities. Ideally, this should include number of people supervised, equipment, facilities, and dollars involved and any other routine duties and responsibilities critical to mission accomplishment.</p> <p>4. Area of Special Emphasis. This portion is most likely to change somewhat during the rating period. For the first counseling session, it includes those items that require top priority effort at least for the first part of the upcoming rating period. At the end of the rating period, it should include the most important items that applied at any time during the rating period (examples are preparation for REFORGER deployment, combined arms drills training for FTX, preparation for NTC rotation, revision of battalion maintenance SOP, training for tank table qualification, ITEP and company AMTP readiness, related tasks cross-training, reserve components annual training support (AT) and SIDPERS acceptance rate).</p> <p>5. Appointed Duties. This portion should include those duties that are appointed and are not normally associated with the duty description.</p>		

COUNSELING CHECKLIST/RECORD - PAGES 3 & 4

EXPANDED DEFINITIONS

- **Tells what Army expects of its NCOs**
- **Matches Part IV of NCO-ER**

EXPANDED DEFINITIONS/SPECIFIC EXAMPLES – Used by rater for counseling

- **Counseling goal is to get all NCOs to be successful and meet standards**
 - ◇ Bullets under values and **left** side under each responsibility provide a start point for telling the rated NCO what is expected. At the very least, the rater can read or show these examples to the rated NCO. The more confident rater can adjust the examples somewhat to take into account the specific duty position, chain of command emphasis, local situation, etc.
- **Excellence**
 - ◇ Bullets on **right** side under each responsibility are examples of excellence. Excellence is achieved by only a very few as the examples clearly indicate; however, all NCOs should constantly strive to achieve excellence in as many areas as possible. The examples of excellence are used by the rater to discuss the concept with the rated NCO and to offer help in achieving excellence when possible.

Tips for using the checklist

- Become thoroughly familiar with pages 3 and 4. Follow steps to prepare, conduct and record counseling. Make notes of key points made during counseling on the checklist and working copy of NCO-ER.
- Answer these four questions:
 1. Has NCO responded to last counseling?
 2. What has NCO done well?
 3. What could NCO do better?
 4. What have I done to provide the rated NCO the proper resources, time and counsel?

REMEMBER that *initial and subsequent counseling which utilizes the mandatory NCO Counseling Checklist, coupled with a “working copy” of the NCO-ER, must be accomplished. These necessary procedures will preclude rating officials from scrambling for bullet comments at the end of a rating period. If you’re doing the counseling properly, you’re writing bullets down each quarter. So when it comes time to do the evaluation, it’s easier, because you’ve gone over the*

bullets two or three times during counseling. It also diminishes the possibility of generating an unjust, unfair, or administratively incorrect evaluation.

VALUES/NCO RESPONSIBILITIES (PART IV of NCO-ER)	
<p>VALUES: Values are what soldiers, as a profession, judge to be right. They are the moral, ethical, and professional attributes of character. They are the heart and soul of a great Army. Part IVa of the NCO-ER includes some of the most important values. These are: Putting the welfare of the nation, the assigned mission and teamwork before individual interests; Exhibiting absolute honesty and courage to stand up for what is right; Developing a sense of obligation and support between those who are led, those who lead, and those who serve alongside; Maintaining high standards of personal conduct on and off duty; And finally, demonstrating obedience, total adherence to the spirit and letter of a lawful order, discipline, and ability to overcome fear despite difficulty or danger.</p>	
<p>Examples of standards for "YES" ratings:</p> <ul style="list-style-type: none"> • Put the Army, the mission and subordinates first before own personal interest. • Meet challenges without compromising integrity. • Personal conduct, both on and off duty, reflects favorably on NCO corps. • Obey lawful orders and do what is right without orders. • Choose the hard right over the easy wrong. • Exhibit pride in unit, be a team player. • Demonstrate respect for all soldiers regardless of race, creed, color, sex, or national origin. 	
<p>COMPETENCE: The knowledge, skills and abilities necessary to be expert in the current duty assignment and to perform adequately in other assignments within the MOS when required. Competence is both technical and tactical and includes reading, writing, speaking and basic mathematics. It also includes sound judgment, ability to weigh alternatives, form objective opinions and make good decisions.</p>	
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Master the knowledge, skills and abilities required for performance in your duty position. • Meet PMOS SQT standards for your grade. • Accomplish completely and promptly those tasks assigned or required by duty position. • Constantly seek ways to learn, grow and improve. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Picked as SSG to be a platoon sergeant over twelve other SSGs. • Maintained SIDPERS rating of 98% for six months. • Scored 94% on last SQT. • Selected best truck master in annual battalion competition. • Designated Installation Drill Sergeant of Quarter. • Exceeded recruiting objectives two consecutive quarters. • Awarded Expert Infantryman Badge (EB).
<p>PHYSICAL FITNESS AND MILITARY BEARING: Physical fitness is the physical and mental ability to accomplish the mission - combat readiness. Total fitness includes weight control, diet and nutrition, smoking cessation, control of substance abuse, stress management, and physical training. It covers strength, endurance, stamina, flexibility, speed, agility, coordination and balance. NCOs are responsible for their own physical fitness and that of their subordinates. Military Bearing consists of posture, dress, overall appearance, and manner of physical movement. Bearing also includes an outward display of inner-feelings, fears, and overall confidence and enthusiasm. An inherent NCO responsibility is concern with the military bearing of the individual soldier, to include on-the-spot corrections.</p>	
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Maintain weight within Army limits for age and sex. • Obtain passing score in APFT and participate in a regular exercise program. • Maintain personal appearance and exhibit enthusiasm to the point of setting an example for junior enlisted soldiers. • Monitor and encourage improvement in the physical and military bearing of subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Received Physical Fitness Badge for 292 score on APFT. • Selected soldier of the month/quarter/year. • Three of the last four soldiers of the month were from his/her platoon. • As Master Fitness Trainer, established battalion physical fitness program. • His entire squad was commended for scoring above 270 on APFT.

<p>LEADERSHIP: Influencing others to accomplish the mission. It consists of applying leadership attributes (Beliefs, Values, Ethics, Character, Knowledge, and Skills). It includes setting tough, but achievable standards and demanding that they be met; Caring deeply and sincerely for subordinates and their families and welcoming the opportunity to serve them; Conducting counseling;</p>	<p>Setting the example by word and act/deed; Can be summarized by BE (Committed to the professional Army ethic and professional traits); KNOW (The factors of leadership, yourself, human nature, your job, and your unit); DO (Provide direction, implement, and motivate). Instill the spirit to achieve and win: Inspire and develop excellence. A soldier cared for today, leads tomorrow.</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Motivate subordinates to perform to best of their ability as individuals and together as a disciplined cohesive team to accomplish the mission. • Demonstrate that you care deeply and sincerely for soldiers and welcome the opportunity to serve them. • Instill the spirit to achieve and win; Inspire and develop excellence through counseling. • Set the example: BE, KNOW, DO. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Motivated entire squad to qualify expert with M-16. • Won last three platoon squad inspections. • Selected for membership in Sergeant Morales Club. • Inspired mechanics to maintain operational readiness rating of 95% for two consecutive quarters. • Led his squad through map orienteering course to win the battalion competition. • Counseled two marginal soldiers ultimately selected for promotion.
<p>TRAINING: Preparing individuals, units and combined arms teams for duty performance; The teaching of skills and knowledge. NCOs contribute to team training, are often responsible for unit training (Squads, Crews, Sections), but individual training is the most important, exclusive responsibility of the NCO Corps. Quality training bonds units: Leads directly to good discipline; Concentrates on wartime missions; Is tough and demanding</p>	<p>without being reckless; Is performance oriented; Sticks to Army doctrine to standardize what is taught to fight, survive, and win, as small units when AirLand battle actions dictate. "Good training means learning from mistakes and allowing plenty of room for professional growth. Sharing knowledge and experience is the greatest legacy one can leave subordinates."</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Make sure soldiers- <ul style="list-style-type: none"> a. Can do identified common tasks. b. Are prepared for SQT and Commander's Evaluation. c. Develop and practice skills for duty position. d. Train as a squad/crew/section. • Identify and recommend subordinates for professional development courses. • Participate in unit training program. • Share knowledge and experience with subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • Taught five common tasks resulting in 100% GO on Annual CTT for all soldiers in directorate. • Trained best howitzer section of the year in battalion. • Coached subordinates to win consecutive soldier of month competitions. • Established company Expert Field Medical Badge program resulting in 85% of all eligible soldiers receiving EFMB. • Distinguished 1 tank and qualified 3 tanks in platoon on first run of tank table VIII. • Trained platoon to fire honor battery during annual service practice.
<p>RESPONSIBILITY AND ACCOUNTABILITY: The proper care, maintenance, use, handling, and conservation of personnel, equipment, supplies, property, and funds. Maintenance of weapons, vehicles, equipment, conservation of supplies, and funds is a special NCO responsibility because of its links to the success of all missions, especially those on the battlefield. It includes inspecting soldier's equipment often, using manual or checklist; Holding soldiers responsible for repairs and losses; Learning how to use and maintain all the equipment soldiers use; Being among the first to operate new equipment; Keeping up-to-date component lists; Setting aside time for inventories; and</p>	<p>Knowing the readiness status of weapons, vehicles, and other equipment. It includes knowing where each soldier is during duty hours; Why he is going on sick call, where he lives, and his family situation; It involves reducing accidental manpower and monetary losses by providing a safe and healthful environment; It includes creating a climate which encourages young soldiers to learn and grow, and, to report serious problems without fear of repercussions. Also, NCOs must accept responsibility for their own actions and for those of their subordinates.</p>
<p>Examples of standards for "Success/Meets Standards" rating:</p> <ul style="list-style-type: none"> • Make sure your weapons, equipment, and vehicles are serviceable, maintained and ready for accomplishing the mission. • Stop waste of supplies and limited funds. • Be aware of those things that impact on soldier readiness e.g., family affairs, SQT, CTT, PQR, special duty, medical conditions, etc. • Be responsible for your actions and those of your subordinates. 	<p>Examples of "Excellence":</p> <ul style="list-style-type: none"> • His emphasis on safety resulted in four tractor trailer drivers logging 10,000 miles accident free. • Received commendation from CG for organizing post special olympics program. • Won the installation award for Quarters of the Month. • His constant instruction on maintenance resulted in six of eight mechanics earning master mechanic badges. • Commended for no APCs on deadline report for six months. • His learn and grow climate resulted in best platoon ARTEP results in the battalion.

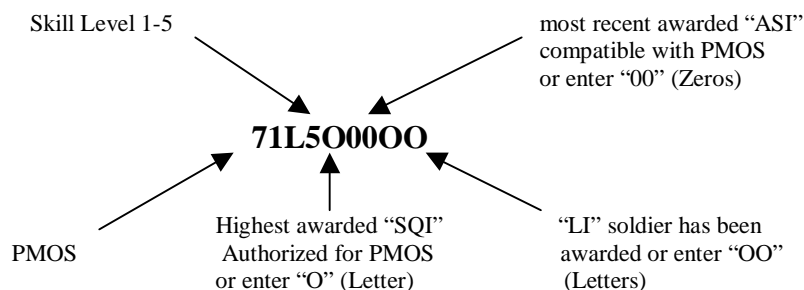
CHAPTER II - PREPARING A NCO-ER

PART I - ADMINISTRATIVE DATA

NCO EVALUATION REPORT For use of this form, see AR 623-205; the proponent agency is DCSPER						SEE PRIVACY ACT STATEMENT IN AR 623-205, APPENDIX E.	
PART I - ADMINISTRATIVE DATA							
a. NAME (Last, First, Middle Initial) SAMPLE, JOHN R.				b. SSN 123-45-6789		c. RANK SGT	
d. DATE OF RANK 970101				e. PMOSC 75H2O000O			
f. UNIT, ORG., STATION, ZIP CODE OR APO, MAJOR COMMAND HQ USAEs, ACE, APO AE 09705 ACE						g. REASON FOR SUBMISSION 02 ANNUAL	
h. PERIOD COVERED		i. RATED MONTHS	j. NON-RATED CODES	k. NO. OF ENCL	l. RATED NCO COPY (Check one and Date)		m. PSC Initials
FROM	THRU						
YY MM	YY MM						
98 06	99 05	12					
					1. Given to NCO		Date
					2. Forwarded to NCO		
							n. CMD CODE J1
							o. PSC CODE EU38

Item

- NAME:** Enter Last name, first, MI (capital letters)
- SSN (with dashes)**
- GRADE (capital letters).** Enter the three-letter abbreviation for the NCO's military rank, not pay grade (e.g., SSG, SFC, MSG, SGM). The administrative data on the NCO-ER of NCOs frocked to 1SG, SGM, or CSM will reflect the rank, date of rank, and primary MOSC held prior to the frocking action. However, in addition to the NCO's rank in Part 1c, enter the appropriate frocked rank in parenthesis immediately following the rank entry. The entries are SFC (1SG), MSG (SGM), or MSG(CSM).
- DATE OF RANK:** Enter the six-digit date of rank in the year-month-day (yymmdd) sequence (e.g., 990802).
- PMOSC:** Enter PMOS Code in 5, 7 or 9 digits. A 9 digit PMOS Code would be entered as follows:



- UNIT, ORGANIZATION, STATION, ZIP CODE OR APO AND MAJOR COMMAND.** Enter the rated NCO's unit, organization, station, zip code or APO and major command in that order. Examples:

HQ USAEs, ACE, APO AE 09705 ACE
 HQ 80TH ASG (NSSG), APO AE 09708 USAREUR
 650TH MI Group, Allied Command Europe, w/dy Brunssum, NL, APO AE 09703 ACE
 Region V, 650th MI Group, Allied Command Europe, SHAPE APO AE 09705 (ACE)
 HOC, 713TH MI Group, Menwith Hill Station, APO AE 09468 INSCOM
 US DEL NATO MC, APO AE 09724 JOINT ACTIVITY
 HHD, 39TH SIGNAL BATTALION, APO AE 09708 FORSCOM
 128TH SIGNAL COMPANY, APO AE 09708 FORSCOM
 UK Personnel Exchange Program, USDAO, US Embassy London, FPO AE 09708 ACE
 HQ, USAE LANDCENT, UNIT 29101, APO AE 09099 ACE

- g. **REASON FOR SUBMISSION:** Enter the appropriate report code in the left-hand portion of the block and the type of the report title in the right-hand portion of the block (e.g. 2 Annual, 3 Change of Rater, 4 Complete the Record, 5 Relief for Cause. For Code 7, see note below. Whenever a soldier departs for an undetermined period of time, that you (rater) are unsure of whether or not the period will exceed 90 days, do a change of rater report. Example: A soldier is SD to the 26th ASG to serve as Post Energy Conversation NCO for a two to six month period. In addition, the soldier will not be responsible to the rater during the SD period. The soldier is performing duties not related to his/her primary duties, the soldier is not responsible to the parent organization and there is a high chance he/she will be gone for more than 90 days. If the soldier remains responsible to his/her rating chain, no NCO-ER is necessary, even if the period of Special Duty exceeds 90 days.

NOTE: As an exception to policy, a 60 day Optional NCOER can be authorized upon request for NCOs deployed in the contingency area of operations. AR 623-205 does not contain instructions on 60 day optional NCO-ERs. Therefore, if submitted, the NCO-ERs will be prepared IAW para 5-27, AR 623-105. These NCOERs will use the temporary submission code of "7" in Part Ig. This code is not found in AR 623-205. The reason for submission is "Change of Rater." (see MILPER Msg 99-079 for this exception).

- h. **FROM Date.** Enter the beginning date in the boxes, using two-digit numerical identifiers for year and month. (e.g. 9809. The beginning month is always the month following the ending month of the last report, except for reports rendered in the following situations: An NCO's first report period begins on the effective date or promotion to Sergeant, reversion to NCO status after serving as a commissioned or warrant officer for 12 months or more, or reentry on active duty after a break in service of 12 months or more or the date of the ABCMR memo which approves reinstatement of a promotion. *IF YOU ARE NOT SURE OF THE ENDING DATE OF THE RATED SOLDIERS LAST REPORT, CALL YOUR NCOER EVALUATIONS SECTION OR THE EREC INTERACTIVE VOICE RESPONSE SYSTEM AT DSN 221-3732.*

THRU DATE: Enter the ending date, using two-digit numerical identifiers for year and month (e.g. 9908).

- i. & J **RATED MONTHS AND NONRATED CODES:** Determine the beginning month, which is always the month following the ending month of the last report (except for an NCO's first report). Identify the ending month, which is the month of the event that generates the report regardless of when the event occurs during that month. Total the months. Compute nonrated months as follows: (1) determine the total days in the report period during which the NCO was in a nonrated status, i.e.

A- AWOL/Desertion
 C-in confinement

B-Break in active enlisted svc of 12 mo or less
 D-TDRL

I- in transit between duty stations, including lv & TDY, Patient, Lack of rater

M-missing in action

P- Patient

Q- Lack of rater qualification

S-Student at a military svc or civ school

Convert the total nonrated days to nonrated months, (e.g., 15 days or less = 0 nonrated months, 16 days to 45 days = 1 nonrated months, 46 days to 75 days = 2 nonrated months, 76 days to 105 days = 3 nonrated months). Subtract the nonrated months from the total months. The remainder is the number of rated months during the reporting period. Periods of leave are rated, except when in transit between duty stations and on convalescent leave. Periods of attendance at military or civilian school that represent TDY, SD, or PCS of less than 20 weeks, will be nonrated. Remember, each month of a report period must be accounted for with rated months or nonrated code(s).

- k. ENCL. Enter the number of authorized enclosures, if any, that are being attached and forwarded with the completed NCO-ER. There are only three authorized enclosures to an NCO-ER: 1) reviewer's letter of nonconcurrence, 2) letter directing a relief for cause initiated by other than the rater or senior rater; or 3) a letter authorizing a relief for cause to be generated for a period of less than 30 days.

l & m. LEAVE BLANK. MPD or servicing PSC will complete this block.

n & o CMD and PSC Codes. Enter the following codes:

UNIT	CMD CODE	PSC CODE
USAE SHAPE:	J1	EU38
HQ, 80 th ASG	U6	EU38
650 th MI Gp	J1	EU38
HOC, 713 th MI Gp	AS	EU38
US DEL NATO	JA	EU38
39 th SIG BN	FS	EU38
128 th SIG CO	FS	EU38
PEP UK	J1	EU38
USAE AFSOUTH	J1	EU38

PART II – AUTHENTICATION

PART II - AUTHENTICATION			
a. NAME OF RATER <i>(Last, First, Middle Initial)</i> SMITH, JIMMY R.	SSN 111-11-1111	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT MSG, 75H40, HQ USAEs, ACE, APO AE 09705			DATE
NCOIC MPD			
b. NAME OF SENIOR RATER <i>(Last, First, Middle Initial)</i> JONES, JERRY J.	SSN 222-22-2222	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT CW4, 420A, HQ USAEs, ACE, APO 09705			DATE
OIC MPD			
c. RATED NCO: I understand my signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater. Part I, height/weight and APFT entries are verified. I have seen this report completed through Part V. I am aware of the appeals process (AR 623-205).		SIGNATURE	DATE
d. NAME OF REVIEWER <i>(Last, First, Middle Initial)</i> WOOD, WALTER L.	SSN 333-33-3333	SIGNATURE	
RANK, PMOSC/BRANCH, ORGANIZATION, DUTY ASSIGNMENT LTC, IN, HQ USAEs, ACE, APO AE 09705			DATE
DCSPER			
e. <input type="checkbox"/> CONCUR WITH RATER AND SENIOR RATER EVALUATIONS <input type="checkbox"/> UR WITH RATER AND/OR SENIOR RATER EVAL <i>(See attached comments)</i>			

a,b,d Enter the rater's, senior rater's, and reviewer's identification. See examples above. The rank portion of a,b,d will contain the appropriate three letter rank abbreviation unless the official is a promotable MSG occupying a SGM position and acting as a reviewer, in which case enter MSGP. For rating officials who are not U.S. Army officers/NCO, in addition to their rank, enter their pay grade and branch of service. For example, a U.S. Navy CDR would be entered as CDR 05 USN, a USMC Gunnery Sergeant would be entered as GYSGT E7 USMC. When a frocked NCO renders an NCO-ER as the rater, senior rater, or reviewer, enter the three letter frocked rank (1SG, SGM, or CSM) in the applicable block. A civil service official would be entered as GS- or GM-. For members of the Senior Executive Service, "SES" will be entered in lieu of a grade. Additionally, enter the PMOS for NCOs and MOS for warrant officers or branch for commissioned officers.

- The Senior rater obtains the rated NCOs signature.
- The reviewer is responsible for rating safeguard and overwatch. If the reviewer determines that the rater and/or senior rater have not evaluated the rated NCO in a clear, consistent or just manner, the review will consult with one or both rating officials to determine the basis for the apparent discrepancy. If the NCO-ER is subsequently revised to the point that the reviewer no longer disagrees with the evaluation, then the reviewer marks the concur box. If the rater and/or senior rater do not acknowledge a discrepancy and indicate the evaluation is their honest opinion, the reviewer marks nonconcur box and adds an enclosure that clarifies the situation and renders his or her opinion as to the proper manner of performance and potential. The reviewer will not direct that the rater and/or senior rater change an evaluation believed to be honest. Selection boards continue to comment on the importance of the reviewer's role in addressing rating conflicts.
- Rated NCO's signature means: the NCO has seen the completed report (except part IId. And e.), administrative data is correct (except part Ik. Through o.), rating officials are proper, NCO is

aware of appeals process, duty description is accurate, counseling dates are accurate, APFT and height/weight entries are correct, and does not constitute agreement or disagreement with the evaluations of the rater or senior rater.

PART III - DUTY DESCRIPTION

PART III - DUTY DESCRIPTION (Rater)				
a. PRINCIPAL DUTY TITLE ENTER PRINCIPAL DUTY TITLE		b. DUTY MOSC ENTER DMOS		
c. DAILY DUTIES AND SCOPE (To include, as appropriate, people, equipment, facilities and dollars) This portion should provide an accurate description of the NCO's scope of duties with regards to mission, personnel supervised, equipment and resources handled, and personnel supervised. Do not use acronyms that would not be understood by NCOs not assigned to SHAPE. In a joint environment it "is" recommended to use key words and phrases that credit duty in a joint and multi-national setting. Leadership positions, like Contact NCO, should be stated in the appointed duties block.				
d. AREAS OF SPECIAL EMPHASIS The purpose of this block is for the rater to communicate to the NCO which events, such as inspections or exercises, etc., that the rated NCO should concentrate his/her efforts. If an NCO has made a contribution in one or more special emphasis, the rater or senior rater should make a comment in Part IV or V.				
e. APPOINTED DUTIES Contact NCO, Unit Mail Clerk, Publications NCO (if an NCO has made a contribution in one or more areas of appointed duties during the rating period, the rater and/or senior rater should make a comment in Part IV or V.				
f. Counseling dates from checklist/record	INITIAL 980612	LATER 980923	LATER 990118	LATER 990510

- a. **PRINCIPAL DUTY TITLE:** Enter principal duty title based on duty appointment memorandum.
- b. **DUTY MOSC:** Enter DMOS. Five character minimum. Seven if an ASI is required, and nine if a language code is required.
- c. **DAILY DUTIES AND SCOPE.** The duty description should be short and structured to highlight what's important and omit excess verbiage. It should provide an accurate description of the NCO's scope of responsibilities, i.e. number of people supervised, amount of equipment and resources managed or handled (include dollars, if known). Leadership positions, like Contact NCO or Platoon Sergeant, should be clearly stated on the appointed duties block.
- d. **AREAS OF SPECIAL EMPHASIS.** Areas of special emphasis should be identified during the first counseling session. The areas serve to emphasize those items that need to receive top priority effort at least during the first part of the rating period. This is another way of letting the rated NCO know what is expected. At the end of the rating period when it is time to fill out the form, this area should include, and therefore highlight to anyone that reads it, the most important items that applied any time during the rating period. Examples are: Preparation for SFOR deployment, inspection of warehouse, training for CLOUDY CALL, SIDPERS acceptance rate, develop new computer software for operations section, plan and implement new NCODP. NOTE: When a rated NCO makes a contribution in one or more areas of special emphasis during the rating period, the rater and/or senior rater should make a comment in Part V. DO NOT CLUTTER THIS BLOCK WITH LONG SENTENCES.

- e. **APPOINTED DUTIES:** Appointed duties represent significant additional demands upon the NCO's time. Thus, they are duties which are not normally associated with the duty position, such as appointment as Contact NCO, Reenlistment NCO, Equal Opportunity Leader, Master Fitness Trainer. When an NCO makes a contribution in one or more appointed duties during the rating period, the rater and/or senior rater should make a comment in Park V.
- f. **COUNSELING DATES.** The initial and later counseling dates are supplied by the rater from the Counseling Checklist/Record. *If counseling was not accomplished during the rating period, dates will be omitted and the Senior Rater must enter a statement in Part Ve explaining why the counseling was not accomplished.*

PART IVa - VALUES/NCO RESPONSIBILITIES

PART IV - VALUES/NCO RESPONSIBILITIES (Rater)				
a. Complete each question(Comments are mandatory for "No" entries; optional for "Yes" entries.)			YES	NO
<div style="display: flex; flex-direction: column; align-items: center;"> <div style="font-size: 2em; margin-bottom: 10px;">V A L U E S</div> <div style="text-align: center;"> PERSONAL Commitment Competence Candor Courage </div> <div style="text-align: center;"> ARMY ETHIC Loyalty Duty Selfless Service Integrity </div> <div>+</div> </div>	1. Places dedication and commitment to the goals and missions of the Army and nation above personal welfare.	1	X	
	2. Is committed to and shows a sense of pride in the unit - works as a member of the team.	2	X	
	3. Is disciplined and obedient to the spirit and letter of a lawful order.	3	X	
	4. Is honest and truthful in word and deed.	4	X	
	5. Maintains high standards of personal conduct on and off duty.	5	X	
	6. Has the courage of convictions and the ability to overcome fear - stands up for and does, what's right.	6	X	
	7. Supports EO/EEO.	7	X	
Bullet comments o Rater will answer each question by placing an X (typed, handwritten or entered electronically by computer) in either the YES or NO box o Bullet comments are mandatory for NO ratings and must be specific o Bullet comments are optional for YES ratings				

DA FORM 2166-7, SEP 87

REPLACES DA FORM 2166-6, OCT 81, WHICH IS OBSOLETE

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IVa Values are what soldiers, as a profession, judge to be right. They are the moral, ethical and professional attributes of character. They are the heart and soul of a great Army. The rater will answer each question by placing (handwritten or typed) an "X" in either the YES or NO box. Bullet comments are used to explain any area where the rated NCO is particularly strong or needs improvement. Bullet comments are mandatory for NO ratings and must give a clear description of why the value/responsibility was rated "NO." Example: Soldier received two DUIs during rating period versus Soldier's conduct was unbecoming."

IVb-f **VALUES/NCO RESPONSIBILITIES.** On the left, each responsibility is listed and highlighted by trigger words. For each responsibility, the rater places an X (may be handwritten or typewritten) in one of the four boxes based on the following criteria:

- **EXCELLENCE:** Exceeds standards; demonstrated by specific example(s) and measurable results; special and unusual, achieved by only a few; clearly better than most others. Examples:
 - o Received Physical Fitness Badge
 - o Qualified entire squad as expert with M-16 and M-60
 - o Awarded the expert Infantryman Badge (EIB)

- **SUCCESS:** Meets all standards; majority of ratings; fully competitive for schooling and promotion; counseling goal to bring all NCOs to this level Examples:
 - o Shares experiences readily, constantly teaching soldiers
 - o Constantly seeking to improve, completed three subcourses during rating period
 - o Coached and played on company softball team
 - o Established a comprehensive cross training program for his section
 - o His platoon had only one tank on deadline report (for 10 days) during last 11 months
- **NEEDS IMPROVEMENT:** Missed meeting some standard. Examples:
 - o Was often unaware of whereabouts of subordinates
 - o Had the highest deadline rate in the company due to apathy
 - o Lacks the endurance/stamina to complete company runs
 - o Unprepared to conduct formal training on three occasions
 - o Failed to meet APFT standards for the two mile run and sit-ups with a total score of 152

RATED NCO'S NAME (Last, First, Middle Initial)		SSN	THRU DATE
+ SAMPLE, JOHN R.		123-45-6789	9906 +
PART IV (Rater) - VALUES/NCO RESPONSIBILITIES <small>Specific Bullet examples of "EXCELLENCE" or "NEEDS IMPROVEMENT" are mandatory. Specific Bullet examples of "SUCCESS" are optional.</small>			
b. COMPETENCE o Duty proficiency; MOS competency o Technical & tactical; knowledge, skills, and abilities o Sound judgment o Seeking self-improvement; always learning o Accomplishing tasks to the fullest capacity; committed to excellence		o Second line of a bullet may start under the "o" or under the first letter of the first line as long as they are consistent throughout o Bullet comments to support "Excellence" ratings are mandatory and must be substantiated by specific examples and measurable results o Bullet comments for "Needs Improvement" ratings are mandatory and must be specific, i.e. what happened, what was the deficiency	
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
o Mental and physical toughness o Endurance and stamina to go the distance o Displaying confidence and enthusiasm; looks like a soldier		APFT PASS 9904 HEIGHT/WEIGHT 63/132 YES o The bullet "IAW standards of AR 600-9" is no longer authorized when "YES" is entered in Height/Weight Block o Excellent ratings based solely on the APFT only require the bullet "Received the Physical Fitness Badge"	
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
d. LEADERSHIP o Mission first o Genuine concern for soldiers o Instilling the spirit to achieve and win o Setting the example; Be, Know, Do		o Double space between bullets and no more than two lines per bullet o Bullets may begin with a capital or lower case letter and end with or without a period, but be consistent throughout the NCOER o A specific bullet can only be used once; decide which responsibility Block it fits best	
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
e. TRAINING o Individual and team o Mission focused; performance oriented o Teaching soldiers how; common tasks, duty-related skills o Sharing knowledge and experience to fight, survive and win		o The first bullet in each rating should be the strongest and the bullet that justifies the excellence rating o Best bullets start with action verbs or possessive pronoun (his/her) o Avoid using NCO's name or the personal pronouns he/she in bullets	
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	
f. RESPONSIBILITY & ACCOUNTABILITY o Care and maintenance of equip./facilities o Soldier and equipment safety o Conservation of supplies and funds o Encouraging soldiers to learn and grow o Responsible for good, bad, right & wrong		o Handwritten comments, underlining, italics, and excess use of capital letters cannot be used in bullets o NCOs receiving all success ratings may receive a rating of among the best or fully capable o NCOs receiving one or more needs improvement ratings in part IVb-f cannot receive a rating of among the best	
EXCELLENCE (Exceeds std) <input type="checkbox"/>	SUCCESS (Meets std) <input type="checkbox"/>	NEEDS IMPROVEMENT (Some) (Much) <input type="checkbox"/> <input type="checkbox"/>	

Ivb-f **BULLET GUIDANCE:** Specific bullet examples are mandatory for excellence or needs improvement ratings. Comments must be entered in “bullet” narrative format adhering to the following rules:

- o Short, concise, to the point
 - o Ideal bullet is 1 line, but no more than 2
 - o No more than 1 bullet to a line
 - o Must double-space between bullets
 - o Best bullets start with action verbs or possessive pronouns (his/her)
 - o Avoid using NCO’s name or the personal pronouns he/she
 - o The first bullet in each rating should be the strongest and the bullet that justifies the excellence rating
 - o Each bullet will be preceded by a small o

 - o It does not matter how many spaces are after the bullet, whether you start the bullet with a capital letter, use a period at the end of the bullet, or start a second line under the bullet or under the first letter of the first line as long as all bullets are consistent throughout the NCO-ER.
 - o A specific bullet can be used only once (decide which responsibility the bullet fits best)
 - o Bullets that relate directly to the NCO’s abilities, responsibilities, or reflect something specific that he or she did, convey a very clear picture to selection boards – they tell a story. Generic bullets (comments that could apply to almost all NCOs) do have value as they show the NCO’s adherence to Army values, however, they should be used along with personalized bullets to give a complete picture.
 - o Do not use exclamation points, excessive capitalization, underlining, or italics in bullet comments.
 - o Using the abbreviation etc. is not acceptable in a bullet comment
 - o When using Code and Exercise Names, specify the exercise and communicate what the rated NCO did to make him or her invaluable.
 - o Excellence bullets should be clearly articulated as something above the ordinary, something quantifiable, and accomplished during the rating period. Measure the accomplishment against a quantifiable or qualitative standard.
- Bullet comments are optional when success ratings are given. This was designed to stress that success ratings mean the NCO meets the standards. The best success bullets identify what the rated NCO did during the rating period and deal with specifics related to the NCO's duties and responsibilities. Good NCOs deserve to have their permanent file reflect what they accomplished. Reports with five success box checks and no bullet comments from the rater are hard to interpret by boards. The question arises as to whether the NCO really meets the standards or if the NCO is borderline between success and needs improvement. This makes it difficult for board members and personnel managers to get a true picture of the NCO. Raters should consider the potential effect of submitting an NCO-ER with no bullets or a success box check with a negative bullet. Ensure that the rating you want to portray is easily understood.

- o When writing bullets to support Needs Improvement ratings, the bullets should tell what happened, what the deficiency was, what went wrong, etc. Generic bullets used to support Needs Improvement ratings often look like the rater had a deficiency in communicating with the NCO and it's often hard to determine the problem.
- o Enclosure 1 contains examples of bullets extracted from NCO-ER Updates for "excellence", "success", and "needs improvement" ratings. Review these bullets and take note of the excellence bullet comments which contain specific and measurable results.

IVc. APFT Data.

- Enter one of the following APFT entries: "PASS" or "FAIL" and the year and month of the APFT results, or "PROFILE" and year and month the profile was awarded. Example: PASS 9903. These entries will reflect the NCO's status on the date of the most recent APFT administered by the Unit within the 12-month period prior to the last rated day of supervision. If the date is older, EREC will need a memorandum stating that this is the most current information available. Entries for APFT and Height/Weight are verified by the Rater.
- See Enclosure 2 for detailed explanation on APFT and Profile entries.
- Excellent ratings based solely on the APFT only require the bullet "Received the Physical Fitness Badge." (Physical Fitness Badge is awarded to soldiers attaining a minimum of 90 points in each event). Rating of "Needs Improvement" must reflect actual APFT score.
- Reference cannot be made to the following in Part IV, V or in any NCO-ER Enclosure:

- Allegation	- Anything pending	- Article 15
- Letter of Reprimand	- Letter of admonishment	- Flagged
- Court martial	- Reduction	- Civil Trial
- Reenlistment or letter of declination (same as bar)		
- Reference can be made to the following in Part IV, V or any NCOER Enclosure:

- Cited for or received a DUI	- AWOL	- Arrested
- Tested positive on urinalysis	- Apprehended	- Incarcerated
- Criminal incident	- Fraud	- Desertion
- Dropped from the rolls		
- Violated AR 600-20 (fraternization or similar regulatory noncompliance)		
- Senior rater may recommend/request discharge, separation or QMP		

PART V - OVERALL PERFORMANCE AND POTENTIAL

PART V - OVERALL PERFORMANCE AND POTENTIAL									
<p>a. RATER . Overall potential for promotion and/or service in positions of greater responsibility.</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>AMONG THE BEST</p> <input type="checkbox"/> </div> <div style="text-align: center;"> <p>FULLY CAPABLE</p> <input type="checkbox"/> </div> <div style="text-align: center;"> <p>MARGINAL</p> <input type="checkbox"/> </div> </div>				<p>e. SENIOR RATER BULLET COMMENTS</p> <p>o Comments are mandatory and should address potential for promotion and higher level schooling and positions, but may also address performance and/or evaluation rendered by rater</p> <p>o If minimum rating time not met, enter "Senior Rater does not meet minimum qualifications" & parts Vc and d will not be completed</p> <p>o Marginal ratings given by the rater and fair, or poor ratings in part V must be addressed by the senior rater</p> <p>o Enter bullets that correspond to the box checks in Vc and Vd ; a 2 or "3" rating would not equal the bullet "promote now"</p>					
<p>b. RATER. List 3 positions in which the rated NCO could best serve the Army at his/her current or next higher grade.</p> <p>List up to three (at least 2) positions at the current or next grade</p> <hr/> <hr/> <hr/>				<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>1</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>2</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>3</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>4</p><input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <p>5</p><input checked="" type="checkbox"/> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <p>Successful</p> <p>Fair</p> <p>Poor</p> </div>					
<p>c. SENIOR RATER. Overall performance</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>1</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>2</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>3</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>4</p><input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <p>5</p><input checked="" type="checkbox"/> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <p>Successful</p> <p>Fair</p> <p>Poor</p> </div>				<p>d. SENIOR RATER. Overall potential for promotion and/or service in positions of greater responsibility.</p> <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="text-align: center;"> <p>1</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>2</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>3</p><input type="checkbox"/> </div> <div style="text-align: center;"> <p>4</p><input checked="" type="checkbox"/> </div> <div style="text-align: center;"> <p>5</p><input checked="" type="checkbox"/> </div> </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> <p>Superior</p> <p>Fair</p> <p>Poor</p> </div>					

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Va The rater marks a box to indicate the rated NCO's overall potential as follows:

- **Among the best** – NCOs who have demonstrated success and/or excellence; a very good, solid performance and a strong recommendation for promotion and/or service in positions of greater responsibility.
- **Fully Capable** – NCOs who have demonstrated success; a good performance, and should sufficient slots be available, a promotion recommendation.
- **Marginal** – NCOs who need improvement in one or more areas; do not promote at this time

Vb **POSITIONS THE RATED NCO COULD BEST SERVE THE ARMY**. The rater lists up to three (at least two) different future duty positions in which the rated NCO could best serve the Army at **the current or next higher grade**. therefore, do not recommend a SSG serve as a 1SG or a SGT serve in a position normally identified for junior personnel. Also, a SSG who receives a marginal rating based on poor leadership skills should not be recommended to serve in a higher leadership position; however, the same SSG may have outstanding technical skills and might be recommended for a higher position in the technical arena.

- Part Vc&d – The senior rater marks a block to indicate the rated NCO's overall performance/potential as follows:

- **Successful/Superior** – A “1” or “2” rating represents a very good, solid performance and is a strong recommendation for promotion; however, a “2” rating is not as good as a “1”. A “3” rating also represents a good performance, and should sufficient slots be available, a promotion recommendation – but however, it is not as good as a “2”.
- **Fair** – A 4 rating represents NCOs who may require additional training/observation and should not be promoted at this time.
- **Poor** – A 5 rating represents NCOs who are weak or deficient and, in the opinion of the senior rater, need significant improvement or training in one or more areas. Do not promote.

Ve **SENIOR RATER BULLET COMMENTS:** Senior rater bullet comments are mandatory and should focus on potential for promotion, higher level schooling and positions of greater responsibility, but may also address performance, and/or the evaluation rendered by the rater. **Senior rater bullet comments must be clear, concise and should reflect the senior rater’s recommendation to promote the NCO “now”, “ahead of” or “with peers”, or to “not promote.”** General terms such as “prime candidate for promotion” or “ready for promotion” often leave the panel members to decipher what is meant. A bullet comment, “consider for promotion” leaves the impression that the soldier has only mediocre backing for promotion. Marginal ratings given by the rater and fair, or poor ratings in Part V must be addressed by the Senior Rater. It is important to enter bullets that correspond to the box checks in Vc. and d. Entering a 1 rating for potential but failing to address potential in bullets or entering weak potential bullets may degrade the value of the box check. Likewise, a “4” or “5” box check that is not addressed as a deficiency in the bullets sends a confusing signal on the value of the box check. Sometimes, the senior rater would mark a “2” or “3” block and the written bullets would be “promote now”, or “promote immediately. Panel members do not know what the intent is for giving this type of rating. Failure to address potential can send a strong, often unintended, message to a selection board member, e.g., “No bullets must mean this NCO has marginal potential”. A lack of comments on promotion potential may be interpreted as “keep in the same grade.” The same bullet narrative rules apply here except the senior rater is not restricted to the use of examples like the rater is in Part IVb-f.

The first senior rater bullet in Ve should be the one addressing promotion potential. As noted above, selection panels need to see a **clear and concise recommendation for promotion, e.g. promote “now”, “promote ahead of peers” or “promote with peers”, “promote if room”, or to “do not promote.**

NOTE: When the senior rater does not meet minimum time requirements for evaluation on the rated NCO, he/she will enter the following statement in part Ve: "Senior rater does not meet minimum qualifications". Parts Vc and Vd will not be completed.

CHAPTER III - REVIEW EXERCISE

This review exercise is designed to help you select and write bullets that truly justify an excellence rating.

REVIEW EXERCISE

1	Review the definitions for EXCELLENCE, SUCCESS and NEEDS IMPROVEMENT. Next review the following requirements for bullet examples used in Part IV of the NCO-ER.
----------	---

Bullet examples of Excellence Ratings:

1. Must exceed standards
2. Must contain specific evidence or results
3. Opinions must be supported by facts
4. Must be special/achieved by only a few

Bullet examples of Success Ratings:

1. Must meet standards
2. Must contain what's expected of good NCOs
3. May contain specific results
4. Do not meet one or more of the requirements for an Excellence Rating

Bullet examples of Needs Improvement Ratings:

1. Must reflect below standard performance
2. Must be specific

2	Read the example problem below. The one in bold is the only bullet example that truly represents excellence . Look at the reasons to see why.
----------	---

EXAMPLE PROBLEM:

- a. Kept on top of readiness status of platoon weapons, vehicles, and other requirement
- b. Is the most dedicated NCO I know
- c. **Received annual Best Trainer Award from Bde CDE**
- d. Did not regularly counsel subordinates
- e. Instilled the spirit to achieve and win

REASONS:

SUCCESS – Not special; expected of all good NCOs

SUCCESS – Opinion; no facts/specific evidence

EXCELLENCE – Achieved by only a few; contains facts/evidence

NEEDS IMPROVEMENT – Good NCOs counsel regularly

SUCCESS – Not special; expected of all good NCOs

3	Review the bullets for each NCO responsibility below. The one highlighted in bold for each category is clearly the one that represents excellence
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1. Competence

- a. Completed two subcourses
- b. Selected as USAE LANDCENT Soldier of the quarter**
- c. Accomplished all tasks better than any NCO I know
- d. Knows the job cold

2. Physical Fitness & Military Bearing

- a. Is an excellent runner
- b. Is the sharpest looking NCO in the battalion
- c. Met Infantry School standards for 5-mile run
- d. Received Physical Fitness Badge**

3. Leadership

- a. Demonstrated more care for soldiers than any NCO in Co
- b. Sets the example: Be, Know, Do
- c. Selected for membership in Sergeant Morales Club**
- d. Built 2nd Squad into a disciplined, cohesive team

4. Training

- a. Distinguished 1 tank & qualified 3 tanks in platoon on first run of Tank Table VIII**
- b. Made sure her soldiers were proficient on CTT and CDR's Evaluation Tasks
- c. Had best trained platoon in battalion
- d. Shared knowledge and experience with subordinates continually – helped them grow

5. Responsibility and Accountability

- a. His platoon's weapons, equipment, and vehicles were always maintained to standard
- b. His emphasis on safety resulted in 4 tractor trailer drivers logging 10,000 miles accident free**
- c. Had best supply room in the battalion
- d. Knows his soldier's status and helps them solve their problems
- e. Seldom inspected soldiers clothing and equipment

CHAPTER IV – RESPONSIBILITIES AND TIPS FOR RATING OFFICIALS

1. Roles for rating officials:

Rater: The rater's primary role is that of evaluation, focusing on performance and performance counseling. Rater will:

- a. Counsel the rated NCO on his or her duty performance and professional development at least quarterly throughout the rating period. Define and discuss the duty description for part III of the NCO-ER with the rated NCO during these sessions.
- b. Prepare a separate DA Form 2166-7-1 for each rated NCO. The form will be used together with a working copy of the NCO-ER for conducting quarterly performance counseling.
- c. Assess the performance of the rated NCO using all reasonable means.
- d. Prepare a fair, correct report evaluating the NCO's duty performance, values/NCO responsibilities, and potential.

Senior rater: The senior rater's role is primarily that of evaluation, focusing on potential, overwatching the performance evaluation, and mentoring. Senior rater will:

- a. Use all reasonable means to become familiar with the rated NCO's performance throughout the rating period. This includes a periodic review of the counseling checklist to ensure initial and quarterly counseling is being accomplished.
- b. Prepare a fair, correct report evaluating the NCO's duty performance, professionalism, and potential.
- c. Obtain the rated NCO's signature in part II of the NCO-ER. Ensure the rated NCO is aware that his or her signature does not constitute agreement or disagreement with the evaluations of the rater and senior rater.

Reviewer: The reviewer is responsible for providing rating safeguard and overwatch. He or she may comment only when in disagreement with the rater and/or senior rater. He or she will:

- a. Ensure that the proper rater and senior rater complete the report.
- b. Examine the evaluations rendered by the rater and senior rater to ensure they are clear, consistent, and fair in accordance with known facts. Special care must be taken to ensure the specific bullets support the appropriate "excellence", "success", or "needs improvement" ratings.

- c. Indicate concurrence or nonconcurrence with the rater and/or senior rater by annotating the appropriate box with a handwritten "X" in part II and adding an enclosure (not to exceed one page), when the nonconcurrence box is marked.

2. Tips for Rating Officials:

RATER

- The best advice to all NCOs and officers who rate NCOs is “get a copy of the Counseling Checklist/Record, read it, use it, keep it.”
- Before counseling, a little extra time spent writing or reviewing the duty description will pay off. If you have a hard time understanding it, then you know the rated NCO will have trouble, so keep it simple.
- The hardest part of counseling is setting standards for your subordinates. For help, start with the “examples of standards” in checklist. You can use them as they are or adjust them to fit your situation.
- When you counsel, spend most of your time talking to the future, what should be done, or what should be done better. Don’t dwell on the past. Don’t forget to get the rated NCO’s ideals – then listen.

WHEN YOU RATE:

- Follow the rules for bullet comments. Reports that don’t follow the rules will be returned.
- A “no” in Part IVa of NCO-ER is serious since all NCOs are expected to adhere to the values. Don’t use a “no” as an attention getter, etc. When you put a “no” on an NCO-ER mean it and give a clear description of why the value/responsibility was rated “NO.”
- Excellence bullets should be clearly articulated as something above the ordinary, something quantifiable, and accomplished during that rating period. Measure the accomplishment against a quantifiable or qualitative standard. The bullet used to justify the excellence should be up front (the first bullet in the block).
- If a soldier’s conduct warrants an Article 15 or MOR, clearly he/she should not receive “Among the best” or “1/1” ratings.
- A rated NCO with all success ratings in Part IV can be rated “among the best” in part V.

SENIOR RATER

- The better you know the rated NCO, the better you will do your duty as Senior Rater.
- Check early to see that the rater is counseling and has a checklist for each rated NCO. This will be a matter of command and inspection interest, don’t get caught short.
- When it’s time to rate, make sure rater’s bullets follow the rules, especially double spacing, and no more than two lines per bullet. Also check to see that an excellence rating in Part IV is fully justified by examples. If it isn’t, get with rater and offer help.

- Your primary mission is to evaluate potential, so make sure your bullet comments include recommendations for the future. If you don't, you could disadvantage the rated NCO.

Example potential bullets sought out by board members:

- Promote now/immediately
- Promote to SFC with/ahead of peers
- Promote if room
- Do not promote
- Send to ANCOC now

NOTE: Board members tend to view "now" as a stronger statement of potential than "promote ahead of peers."

- Read carefully definitions for box Xs. Either a "1" or a "2" represents a good soldier performance and a strong recommendation for promotion.
- Senior rater will address the rater's evaluation of Marginal potential. This is meant to force a dialog between these two raters. The Senior Rater will place one bullet that indicates agreement or disagreement with the Marginal Rating. If the Senior Rater agrees, a bullet is necessary that identifies the ratee's shortcoming. Example: His lack of training skills is responsible for his tank to fail three times to qualify.
- Failure to address potential can send a strong, often unintended, message to a selection board member, e.g., "No bullets must mean this NCO has marginal potential". A lack of comments on promotion potential may be interpreted as "keep in the same grade".
- IAW AR 623-205, the Senior Rater obtains the rated NCO's signature on the NCOER.

REVIEWER

- Consider yourself in charge. It is your responsibility to see that the evaluation on the NCO-ER is accurate, fair and serves the best interests of the Army. Feedback from the NCO Corps indicated a strong desire to have a reviewer to overwatch the evaluation process – don't lose the trust.
- Step in as soon as you see something going wrong, try to correct problem with rater and senior rater before report goes to DA. You can't force them to change an honest evaluation, but often discussion will resolve the issue.
- When you are unable to resolve the problem, express your nonconcurrence with the enclosure. Only use an enclosure when you have a significant disagreement. Selection boards do not want a third agreement – that wastes everybody's time.
- Remember to check to see that performance counseling is happening. Good counseling will result in better performance, is essential to leader development, and therefore is a subject of command and inspection interest.
- When a report is submitted to you for signature, check to see that any excellence ratings by the rater are fully justified by bullet examples.

CHAPTER V - ELECTRONIC FORMS

1. NCO-ER's produced and submitted on electronically generated forms must meet the following criteria:

a. The electronically generated form must be a mirror image of the printed DA Form 2166-7. When held up to a light with an original DA Form the boxes must be the same size and all the form's lettering and lines must be as near as a match as possible. Forms that do not essentially look like the original will be returned.

b. Good quality paper must be used (8.5" X 11", not A4). NCO-ERs submitted for processing on poor quality and tissue thin paper will be returned, as they do not scan onto the OMPF well.

2. Electronic evaluation reports must be printed on one sheet of paper, front and back, head to foot. The electronically produced NCO-ER does not have to be on two pages of continuous feed paper. Since the output of graphics based applications can vary depending on PC and printer configurations, it is essential that each electronically generated evaluation be visually checked prior to submission to ensure the printed output is a precise facsimile of the paper form.

3. The NCO-ER is the most important document in a NCO's OMPF. Prepare it with the same level of administrative diligence as an award certificate or DD 214. To preclude any conflict whatsoever regard the form, it must be a mirror image of the original form.

CHAPTER VI - EVALUATION REPORT APPEALS SYSTEM

"Appealing your NCO-ER is the last thing you want to do!" "It only brings unwanted, additional attention to your records when they go before the centralized promotion board."

"It's best to rely on the good portion of your record to overshadow the incorrect or negative NCO-ER."

"The promotion board doesn't even look at NCO-ERs over five years old." "It doesn't matter if the height and weight entries fluctuate, you've never been overweight." If some of these statements or bits of "advice" sound familiar, please read on. The Army created the appeals system to protect its interests and assist soldiers in resolving possible errors on their evaluation reports. (Army Regulation 623-205, effective 30 April 1992, is the current regulatory guidance and is the regulation referred to throughout this article unless otherwise specifically stated. AR 623-205 applies to all noncommissioned officers, corporal and above, in the Active Army, Army National Guard, and the U.S. Army Reserve.) Although any person may appeal an evaluation he or she believes is incorrect, inaccurate or violates the intent of the governing regulation, it is normally the rated soldier who submits an appeal. Unfortunately, soldiers often perform this task without seeking the proper guidance, thus jeopardizing their chances for a successful appeal. In the Total Army, several hundred-thousand evaluation reports are written and processed each year. Historically, the vast majority of those who render reports discharge this important responsibility with due care and consideration. Most reports accurately record performance and potential of the rated NCO. Many leaders and various agencies typically review these reports for format, content, and regulatory compliance before forwarding them to the Enlisted Records and Evaluation Center (EREC) in Indianapolis, Ind. When received, the report becomes a matter of permanent record on the soldier's Official Military Personnel File (OMPF).

For a myriad of reasons, however, some rating officials occasionally do not write soldiers' evaluation reports as accurately and objectively as intended by the governing regulation. HQDA uses NCO-ERs and Academic Evaluation Reports (AERs) extensively for making personnel management decisions as well as selection for promotion and schooling. It is imperative that soldiers' records be as accurate as possible considering the competitiveness and across-the-board high quality of today's NCO corps.

When a senior enlisted selection board convenes for SFC, MSG or SGM/CSM, EREC provides the board members with a personnel data sheet containing summary information from the NCO's last five evaluations. EREC also provides the board members with the complete performance, commendatory and disciplinary portions of the OMPF. This OMPF contains all of the soldiers' evaluations. In other words, the members of the board who decide which NCOs they will recommend/select for promotion, advanced schooling and/or elimination under the QMP, have viewing access to all of the soldier's evaluations. This article will inform the rated soldier on possible recourses when presented with an evaluation he or she feels is incorrect. General guidance is provided, as well as possible sources of assistance.

Deciding to Appeal.

If an NCO receives an evaluation report he or she believes is an inaccurate or unjust evaluation of performance and potential, contains administrative errors or was not rendered in accordance with

the Army regulation(s) in effect at the time of preparation, he/she may appeal that report. Once EREC reviews, processes and files a report on the OMPF, it is considered to be administratively correct and an accurate portrayal of performance and potential; therefore, the rated NCO should ensure the evaluation is reviewed carefully before signing. When signing the report, the rated NCO verifies he or she has seen the completed report (through Part V); that the administrative data (Part I) is correct; the rating officials are proper (Part II); the duty description is accurate (Part III), to include the counseling dates, and the APFT and height/weight entries are correct (Part IVc). Appeals based on administrative errors in these portions, previously verified by the soldier's signature, will be accepted only under the most compelling circumstances.

In deciding to appeal, an NCO must consider early on whether he or she can gather sufficient evidence in support of the appeal. A self-authored statement alone does not suffice as evidence of an inaccurate, unjust or administratively flawed report. A report accepted by EREC is presumed to be correct until proven otherwise! Therefore, successfully challenging the judgment of rating officials is difficult. Take time when gathering evidence; a haphazardly created appeal wastes valuable time by having to start the process over each time the packet is returned for additional documentation. The rated NCO has several options to address alleged shortcomings on his or her evaluation. These "three" forms of redress are discussed next.

Three Forms of Redress

The three forms of redress are the commander's inquiry, the submission of an appeal, and the Army Board for Correction of Military Records (ABCMR).

The Commander's Inquiry

The first form of redress is the commander's inquiry. While the primary purpose of a commander's inquiry is to provide a greater degree of command involvement in preventing obvious injustices to the rated NCO and to correct errors before the evaluation becomes a matter of permanent record, after an evaluation becomes a matter of permanent record, the commander's inquiry still provides a mechanism to clarify errors or injustices. Paragraph 2-15 of the regulation outlines the procedures for initiation, conduct and disposition of the commander's inquiry. The inquiry must be made by a commander (major or above) in the chain of command above all the designated rating officials involved in the allegation(s). This commander may also appoint an officer, senior to the designated rating officials involved in the allegations, to make the inquiry. The rated NCO should identify any alleged error(s) or injustice(s) through memorandum to the commander who will conduct the inquiry. The key is to act quickly, and make desires known before the report is forwarded through processing channels. It is much easier to correct a report locally through a commander's inquiry than to process an appeal later.

The commander's inquiry secures a review of the alleged shortcoming(s) by someone above the rating chain officials involved in the allegation(s). It is not merely to receive a "relook" by one of the rating officials. Action to be taken can vary from a recommendation for correction of the evaluation locally (if the report has not been forwarded to EREC), to forwarding the results to HQDA for reports already submitted to EREC.

Results of an inquiry performed after a report becomes a permanent record on the NCO's OMPF must be forwarded to HQDA, (Evaluations Systems Office), not later than 120 days after the "THRU" date of the report. The regulation forbids rating officials from lowering their evaluation as a result of the inquiry.

Submitting an Appeal

The second form of redress is submitting an appeal. The NCO should begin preparation of an appeal as soon as possible after receiving an evaluation considered unjust, unfair or administratively incorrect. Timeliness is crucial for requesting and obtaining needed supporting documents and third party supporting statements. As soldiers who could potentially provide supporting statements change duty stations, and/or separate from the Army, their recollection of specific incidents may become "distorted" or less accurate. As time passes, key documents such as rating schemes, command inspection results, etc., become less available. For these reasons, soldiers should initiate their appeals ASAP.

By current regulation, the appellant has five years from the evaluation's completion date to submit an appeal of a substantive nature. Administrative appeals will be considered regardless of the period of the report. Appeals of an administrative nature pertain to Part I, Part II, and Parts IIIa and IIIb only. All other appeals are substantive in nature.

Chapter 4, Appendix F, and Figures F-1 through F-6 provide specific guidance for preparation and submission of an appeal. This guidance will answer all but the most technical questions regarding a potential appeal. The soldier does not have to interpret the governing regulation and submit his appeal without guidance. Appendix F states the personnel staff noncommissioned officer (PSNCO) in the S-1 (PAC), the personnel service battalion (PSB), and the local staff judge advocate (SJA) are available to advise and provide assistance in the preparation of an appeal.

Bear in mind: Statements by rating officials claiming they did not intend to evaluate as they did, will not serve as the sole basis for altering or withdrawing an evaluation report. The burden of proof to justify that a report -- once accepted for inclusion in the OMPF -- is unjust, unfair or administratively incorrect lies with the appellant.

When submitting appeals based solely on administrative errors, soldiers should remember that their signature on the report constitutes verification of Part I, Administrative Data. The evaluation report normally has been through all the rating officials, the S-1 (PAC), the PSB, and at some point through senior leaders for review prior to submission to the soldier's OMPF. Considering this, EREC will return normally an appeal submitted solely on errors identified in the administrative portion of the report.

ABCMR

A soldier may also request relief through the third, and last, form of possible redress, the ABCMR, in accordance with AR 15-185.

Preparing an Appeal

Soldiers should start by reviewing the governing Army regulation(s) in effect at the time the challenged report was prepared. Using a copy of the report, note any instances where the rating officials did not follow the provisions of the regulation. While minor inconsistencies or irregularities are noteworthy in any appeal packet, they normally do not constitute the basis for removal of a report. They do, however, add to the overall consideration of the merits of an appeal. Serious irregularities, such as improper rating officials, may warrant full or partial relief, in and of themselves. Complete removal of an evaluation is merely one form of relief. As explained later in this article under "processing and disposition," an appellant may request complete removal or specific corrections or changes to his or her report.

Make a list of individuals who served in positions that could possibly challenge or refute the alleged shortcomings or errors on the challenged report. Also, make a list of all hard copy reports or documents that may support the specific contentions. Some examples of these types of supporting documents/reports are published rating schemes, written counseling statements, command inspection program results, and results of any commander's inquiry. Contact previous units to request copies of these documents. Army Regulation 25-400-2 dictates a specific retention period for documents; the longer a soldier waits to request these documents, the greater the possibility they may not be available.

Worldwide locator information is available by contacting the Interactive Voice Response System (IVRS) at DSN: 221-3732 or COML: (703) 325-3732. This system will provide an address for requesting the current unit of an active duty soldier. For those known to have left active duty, forward correspondence requesting support to the National Personnel Records Center, ATTN: Army Reference Branch, (NCPMA), 9700 Page Avenue, St. Louis, MO 63132-5260. The individual's full name, rank, and SSN must be provided with the correspondence. When requesting an address or assistance, always indicate that the request is for official use in support of an evaluation report appeal.

While awaiting the addresses and requested documents, prepare letters to solicit support for the appeal. Examples for both the letter of request and the individual's memorandum of support are located in Figures F-5 and F-6. Also, begin preparation of the basic letter/memorandum of appeal. Follow the format in Figures F-2, F-3 or F-4. These examples cover administrative, substantive and a combination of both types of appeals. Guidance for determining the priority of an appeal may be found in Paragraph 4-6. Soldiers use their residence as a return address to keep the appeal as confidential as possible.

Identify the specific portion(s) of the report that are contested and clearly state the disagreement and what type of relief is desired, i.e., "total removal of report from OMPF"; "changing or correction of incorrect statement, bullet, or specific item"; or "addition of correct information." There are no restraints on type and quantity of supporting evidence, but quality and relevance are essential. Direct the focus of the appeal on the period of the contested report. Previous evaluations and awards give limited support at best. Once the appeal packet is complete, review its contents using the summary checklist in Paragraph 4-10 before submitting it to EREC.

Processing and Disposition of Appeals

The Appeals and Corrections Branch of the respective Active, Reserve, or National Guard component will review the case on receipt and notify the soldier by letter that the appeal has either been accepted or is being returned due to lack of evidence or regulatory compliance. The appropriate Appeals and Corrections Branch will resolve administrative appeals. Appeals of a substantive nature will be forwarded for adjudication by the Appeals and Corrections Branch to the Office of the Deputy of Chief of Staff for Personnel Enlisted Special Review Board (ESRB). The Appeals and Corrections Branch will notify the soldier of the outcome on final determination of the case.

In any event, whether the appeal is approved or denied, either totally or in part, documentation is placed in the OMPF. The performance portion of the OMPF is updated to include either (1) a memorandum for record that documents the amendment or explains non-rated time or (2) the HQDA letter which notifies the appellant that his appeal has been denied. When the appeal is denied, either totally or in part, a complete copy of the appeal correspondence is placed in the restricted data.

SAMPLE BULLETS EXTRACTED OUT OF PREVIOUS NCO-ER UPDATES WHICH JUSTIFIED RATINGS MARKED

This enclosure provides a sample of Excellence, Success, and Needs Improvement NCO-ER Bullets picked out by EREC and highlighted in recent Quarterly NCO-ER Updates as being those bullets that justified the marked rating. This should help a rater in distinguishing between a success, excellence or needs improvement bullet. Note that excellent bullets should be clearly articulated as something above the ordinary, something quantifiable. Excellent bullets should be demonstrated by specific examples and measurable results, as are the sample ones in this enclosure. The last part of the enclosure contains senior rater bullets highlighted by EREC as example bullets that selection boards like to see. Senior rater bullets need to be clear, concise and reflect potential for promotion (e.g., promote now, promote immediately, promote with peers, promote if room or do not promote, etc) and higher level schooling and positions of responsibility.

SUCCESS

- Took charge and led log pack convoys throughout Task Force Eagle's AOR servicing seven remote sites. (SGT/98G)
- Operated HWMV in convoy operations over 2000 miles with no safety violations or accidents during Operation Joint Guard. (SGT/92Y)
- Expertly performed security and circulation control of a 6,700km sector in Bosnia. (SGT/95B)
- Always exceeded standards on unit inspections by having the best NBC Room in the Group. (SSG/54B)
- Trained 16 door gunners on close air support missions resulting in increased lethality for the OPFOR on the JRTC battlefield. (SSG/19D)
- Improved APFT score 23 points from 260 to 283. (SSG/12C)
- Developed the Combat Support and Combat Service Support Instruction Training Plan for the Division's Pre-Battle Staff Course. (SFC/92A)
- Led his soldiers to actively work the high school market resulting in a 133 per cent increase in senior contracts. (SFC/79R)
- Emphasis on challenging physical fitness program resulted in unit APFT average of 262. (1SG/55B)
- Exceeded division standard by completing 20K road march in 3 hours. (1SG/16Z)
- Reinvigorated Sergeant's Time and low density training by insisting on written Task, Conditions, Standards and lesson plans. (1SG/96B)
- Trained over 360 cadets during West Point Maneuver Exercises while conducting cadre logistical operations simultaneously. (1SG/19Z)
- Totally committed to quality control of awards, NCO-ERs and OERs, none late or returned utilizing his system and expertise. (SGM/31Z)
- Directorate maintained over 20 million dollars worth of equipment with no loss. (SGM/92Z)
- Led crew chiefs to maintain aircraft readiness at 95% with over 250 hours flown in one month. (SGT/67T)
- Only soldier in unit selected for Med Flag 97 which provided humanitarian relief in Benin, Africa to 22,000 civilians. (SGT 91R)
- Extremely competent NCO who assumed duties as NCOIC of the Optometry clinic for 4 months in the absence of the NCOIC. (SGT/91B)
- His diversified PT program enabled him to raise his squad's overall average by 15 points to an average APFT score of 260. (SGT/68G)
- Instituted the first ever tactical lane training for the CI platoon, enabling 15 individual tasks to be trained in one event. (SSG/97B)

- Developed a special database which decreased research and analytical time by more than 50% for a special project. (SSG/98G)
 - His emphasis on safety resulted in no accidents despite 9,218 man-hours of operations and two team deployments. (SFC/55D)
 - Maintained 99% ship rate of assigned DEPs to Basic Training. (SFC/79R)
 - Maintained and protected the department's annual budget of over \$1,400,000. (SFC/91B)
 - Inherited 8 deadlined vehicles which he made fully mission capable in 90 days through a regimented maintenance program. (SFC/95B)
 - His experience, maturity, and sound judgment proved invaluable during the execution of real-world NEO operations in Africa. (SFC/18B)
 - Managed a Class VII turn-in point that processed over \$50 million worth of items during Operation Joint Endeavor/Guard. (MSG/92A)
 - Successfully trained a new crew of 12 special duty soldiers every three months to accomplish technically demanding airborne tests. (MSG/92R)
-
- Deployed maintenance personnel in temperatures down to -30 degrees with no cold weather injuries. (MSG/63B)
 - Superb safety records; team had no accidents or injuries, driving over 100,000 miles. (MSG/12Z)
 - Successfully completed 25 semester hours of college with a GPA of 3.75. (SGT/11B)
 - Improved personal Army Physical Fitness Test score by 40 points (SGT/91B)
 - Totally relied upon to run all Army flight operations in the Kingdom of Saudi Arabia. (SGT/88N)
 - 62% of his team's FPIRs were published as nationally disseminated Intelligence Information Reports. (SGT/97B)
 - Worked directly with the Hungarian Security Forces to establish immediate action drills for use in Bosnia. (SSG/18B)
 - Personally exceeded all XVIII Abn Corps Fit to Fight standards on APFT, 4 mile run, and 20 Km road march. (SSG/95B)
 - Trained team to score 95% during NBC team testing. (SSG/14S)
 - Selected over five senior sergeants first class as acting first sergeant in the first sergeant's absence. (SFC/63H)
 - Supervised updating the complete Heavy Brigade Block including five lesson plans and four exams with three versions each (SFC/96B)
 - Sergeant's Time Briefing Book selected as standard for the battalion. (SFC/31W)
 - Selected because of her technical expertise to train unit commanders and 1SGs on personnel procedures and policies.(SFC/75H)
 - Trained three company NBC NCOs resulting in improved command inspections ratings from Satisfactory to Commendable. (SFC/31W)
 - Established a field mess for 2,500 soldiers under harsh Arctic conditions during JTX Northern Edge '97. (MSG/11B)
 - Supervised a Group-wide Jumpmaster course of 151 students that exceeded normal U.S. Army graduation standards by 50%.(MSG/18Z)
 - Graduated the 82d Airborne Division Jumpmaster course on his first attempt which was only achieved by 35% of his class. (1SG/31U)
 - Encouraged soldiers to grow through the use of self-development materials and civilian education (SGM)
 - Maximizes the use of all available resources to accomplish any mission (MSG)
 - Served as the Division's trainer on all aspects of wartime strength accounting (SFC)
 - Personally responsible for platoon APFT average rising from 209 to 220 (SFC)
 - Effectively deployed his squad enforcing safety and equipment accountability (SSG)
 - Compiled outstanding knowledge of ammunition sergeant's job with little guidance; self taught (SSG)
 - Qualified superior on Bradley Table VIII
 - Monitored the receipt, storage, redistribution and reporting of 45,000 lines of excess supplies (SGM)
 - Used battalion command inspections as a forum to teach soldier skills and improve NBC operations (MSG)

- Actively seeks out field training opportunities for his soldiers/section (MSG)
- Cross training of track vehicle repairmen has enhanced serviceability of the fleet (SFC)
- Rapidly assimilated newly assigned soldiers into most productive work force in brigade (SSG)
- Trained two marginal soldiers to receive air traffic control facility rating (SSG)
- Demonstrates ability to weigh alternatives and make sound decisions (SGT)
- Assisted, trained and prepared subordinates for Soldier of the Quarter and Promotion Boards (SGT)
- Provided comprehensive NCO Professional Development Training to peers and subordinates (SSG)
- Enacted a PT Program that raised APFT scores by twenty points (SFC)
- Stops at nothing to get assigned missions accomplished on schedule (SFC)
- Excellent counselor, never too busy to listen; soldiers count on him for the right answer (MSG)
- Assisted commander in maintaining accountability of over \$15 million of property (1SG)
- Established excellent driver training program and ensure compliance by the units (SGM)
- Served successfully for six months out of an eight month rated period as platoon sergeant (SSG)
- Surpassed the communications requirements during Joint Bilateral Training October 1998 (SFC)
- Mastered the complexities of a long haul multiple DS3 digital fiber optic transport network (SFC)
- Demonstrated competence resulted in her selection as NCOIC, Preventive Dentistry Course, over five more senior NCOs (SFC)
- Served successfully as Chief, Medical Maintenance Branch from 10 May – 16 Jul 98 (SSG)
- His competence enabled him to rank 4th of 20 recruiters in mission accomplishment (SSG)
- Successfully transferred the 6th Army Ammunition account to Travis Air Force Base (SSG)
- Competed in brigade level NCO of the Quarter Board in which he placed second of seven (SGT)
- Recognized by O/C at the NTC for maintaining an efficient company command post and sand table site
- Provided timely and sound judgement in preventing cold weather injuries (SGT)
- Improved supply reconciliation of overdue documents by 66% with expert knowledge of ammunition procedures (SSG)
- Successfully deployed the C&E shop to three major field exercises (SSG)
- Completed Personnel Army Correspondence Course for Administration Specialist (SSG)
- Responsible for the operational readiness rate average of 96 percent for 10 consecutive months. (SSG/63B)
- Led 30 force protection collection missions as convoy commander without incident producing 25 Force Protection Information Reports. (SSG/97B30)
- Selected over 13 Staff Sergeants for deployment to Bosnia as Operations NCOIC; respected by team leaders. (SSG/97B)
- Trained the company in MOUT in preparation for JRTC. (SGT/11B)
- Developed the unit's physical training program resulting in the unit's average being raised by 38 points. (SGT/92A)
- Manages \$350,000 worth of equipment at two separate worksites without a single shortfall. (SFC/91S)
- Maintained medical and dental statistics at 98%. (SFC/62N)
- Selected over other master sergeants in the unit to fill the First Sergeant's position in his absence. (MSG/91B)
- Commended by brigade commander on perimeter defenses during JRTC Rotation. (1SG/12Z)
- Trained the NCO leadership of five Forward Support Battalion and one Support Squadron improving overall tactical proficiency. (SGM/00Z)
- Simultaneously prepared the battalion for tank gunnery and deployment to KOREA. (CSM/00Z)
- Executed six squad day and night live fires with no safety violations. (SSG/11B)
- Conducted seven division level ceremonies during this rating period with no deficiencies. (SGM/19Z)
- Earned battalion safety recognition for driving 50,000 accident free miles. (SSG 54B)
- Selected as Instructor of the Cycle over 8 other instructors. (SSG 11B)
- Commended by the Group Commander for setting the standard in conducting airborne operations. (SSG 71D)
- Motivated his soldiers to increase their APFT average by more than 30 points. (SSG 88M)
- As DOL SGM, motivated his soldiers thru self pride to increase the unit standards of 250 point average by 20 points on the APFT. (SGM 92Z)
- Selected from among his peers to sit in as the Brigade CSM in his absence. (CSM 00Z)

- Selected to assume duties of 1SG over senior NCO's. (MSG 63E)
- Selected as primary instructor for the Bde EO lane training. (SFC 31W) Commended by Commanding General for establishment and enforcement of security procedures at a remote collection site. (SGT 98G)
- His squad qualified expert with M9 Pistol, M16A1 rifle and MP5 Sub-Machine Gun. (SGT 95B)
- Admirably fills in for First Sergeant while maintaining a positive control of his Platoon Sergeant responsibilities. (SFC 11C)
- Flawlessly performed the duties of G3 Operations Sergeant Major during two Brigade Command Post Exercises. (MSG 19Z)

EXCELLENCE BULLETS OF THE QUARTER

- Maintained 100% accuracy for 7 Major Subordinate Command ammunition accounts valued at over \$28 million. (SGT 55B)
- Led by example by mentoring two soldiers toward successful achievement of their gold recruiter rings. (SSG 92Y)
- Team APFT average of 294. (SGT 11B)
- Accounted for Property Book valued at over \$20 million. (SSG 92Y)
- Instrumental in the Brigade's success while serving as rail load NCOIC during NTC 97-09 loading 500 pieces of equipment. (SGT 92A)
- Displayed technical mastery of his instrument as solo bugler during wreath laying ceremony for the Defense Minister of Greece. (SFC 02S)
- Demonstrated excellent work habits and attention to detail that contributed to a 26% rise in EIB success. (1SG 11B)
- Directly responsible for 7 soldiers being awarded the EFMB. (SFC 91B)
- Biked across Georgia; 468 miles in 6 days (1SG 96B)
- Maintained a 100% SIDPERS accuracy rate for all transactions for 12 months. (SGT 75B)
- His aggressive training program resulted in 12 soldiers excelling in the Army's Culinary Arts competition; Winning 16 medals. (SGM 92Z)
- Selected three times as 1SG, Co B, Academy Battalion above his peers. (SFC 91B)
- Earned the APFT Badge. (SGT 31U)
- Received the Physical Fitness Badge
- Won the Ironperson Award at the Battle Staff NCO Course for scoring 356 points on the extended APFT scale. (SFC/75H)
- Selected over 10 senior SFCs to be Detachment First Sergeant. (SFC/88K)
- Received a 100% rating from the Command Inspection Program in NBC, Property Book, and vehicle maintenance. (SGT/92Y)
- Earned 3 Sapphire Achievement Stars during this rated period. (SGT/71L)
- Developed and supervised a demanding PT program resulting in a 270 Company APFT average. (1SG/18Z)
- Executed eight Squad and Platoon Live Fire exercises, without injury or damage. (SSG/11B)
- Successfully executed over 1500 missions without incident. (SGT/88M)
- Selected as First Sergeant for Warrior Peak, in front of other Senior NCO's. (MSG/11B)
- His platoon averaged 98% first time GO's on Armor Crewman Test II. (SFC/19K)
- Awarded the Region Commander's Coin for winning the Resource and Cadet Management Award two years in a row. (SFC /92Y)
- Developed Unit Movement Book to be the first book in the battalion to exceed 13th Corps Support Command standards. (SSG/91S)
- Maintained 100% of section's equipment without loss for five JRTC rotations. (SSG/11B)
- Received commendable rating on Brigade Command Inspection for having the best schools program in the Brigade. (SGT/31L)
- Received installation Command Sergeant Major's coin for best weaponeer training on installation. (SGT/88M)
- His knowledge enabled previous classes to maintain a 99% pass rate at the test branch. (SSG/88M)

- Exhibited vast technical knowledge by reducing turn around time on the aviation critical Compact Engine Test Stand from four to two days. (SSG/35H)
- Carried out newly developed tactical load plans for both 286 and 287 calibration sets, decreasing load time by more than eleven hours. (SSG/35H)
- Trained section to score 97% during .50 cal Avenger Gunnery evaluations. (SSG/14S)
- Organized and conducted a 20-hour block of instruction on the TRACKWOLF system, covering material for four different MOS. (SSG/98G)
- Supervised training of 3000 students with a 97% pass rate. (SFC/31U)
- Planned and resourced 20 bi-weekly capstone exercises that trained over 14,000 OBC, ANCOC, BNCOC and AIT students this year. (SFC/92M)
- Selected to serve as First Sergeant over all other SFCs and over two other MSGs in the battalion as a Sergeant First Class. (SFC/31W)
- Successfully and single-handedly managed the movement of over 10,800 soldiers for Spring Warrior Challenge '97. (MSG/88Z)
- Established induction ceremony for newly appointed NCOs, program commended by CSM, FORSCOM. (1SG/31W)
- His training program resulted in all eight howitzer sections finishing in the top 10 during the Best Howitzer Section Competition. (1SG/13Z)
- Selected as NCOIC of the Battalion HUMINT analytical cell for Operation Joint Guard over more senior NCOs. (SGT/97B)
- Achieved a 78 per cent solve rate which is indicative of his technical and communications skills, exceeding the USACIDC average of 70 per cent. (SGT/95D)
- Directly responsible for the operational readiness rate average of 96 per cent for ten consecutive months. (SSG/63B)
- Reviewed approximately 4,000 military police reports with a 98 per cent accuracy rate. (SSG/95B)
- Recognized as the number one recruiter in the Brigade during 2d quarter, FY 98. (SSG/92Y)
- Spearheaded his classes to academic excellence with GPAs of 96 per cent and 94 per cent respectively. (SFC/31U)
- Revised 92 per cent of POI and Student Guide resulting in a 99 per cent pass rate for his students. (SFC/54B)
- Supervised and trained staff to provide 7 separate Medical Threat Briefings to over 1500 soldiers deploying to 13 different countries. (SFC/91S)
- Trained 208 National Guard soldiers resulting in 100 per cent certification on Digital Group Multiplexing Equipment. (SFC/31W)
- Coordinated the total fielding plan of 461 SINCGARS radios for Fort Jackson. (MSG/11B)
- Technical knowledge resulted in 528th QM Co winning the 30th annual Phillip A. Connelly Award, Field Category, FORSCOM. (MSG/92G)
- Implemented a cost saving sanitizing program that will save the government approximately \$25K per year. (SGM/92G)
- Established a battalion physical training program that resulted in a 17 point average increase in all companies. (CSM/00Z)
- Responsible for 7 out of 9 mechanics receiving their mechanics badge. (SGT/63W)
- Improved PSB processing rate from 75% to 96% by conducting SIDPERS related training for PSB personnel. (SGT/75F)
- Only soldier in battalion to be awarded the Expert Field Medical Badge for fiscal year 97. (SGT/91R)
- Accumulated over 18,000 accident/incident free miles while driving throughout Central Germany and the Benelux Countries. (SSG/88M)
- Achieved the highest score in the company in the most recent Silver Streamer APFT scoring 357 on the extended scale. (SSG/97E)
- Supervised the modification of more than 90 aircraft APR-39 system which increased readiness by 90%. (SSG/68F)
- His exceptionally efficient managerial skills resulted in the unit earning Commendable ratings in 12 of 15 areas during the CI. (SFC/55D)
- Despite motor pool staffed at less than 50%, still maintained average readiness rate of 95%. (SFC/63B)

- Commended by IG for developing the best Battalion Annual and Quarterly training of 41 battalions inspected. (SFC/79R)
- Received highest grade on unique SEAL physical fitness test; 300 on APFT. (SFC/11B)
- Maintains 100% accountability of over \$2 million in equipment in this new \$25 million training facility. (1SG/18Z)
- Expertly deployed more than 300 soldiers and 100 vehicles to Bosnia, earning praise as the best unit to process through the ISB. (1SG/11M)
- Only NCO out of approximately 120 in the Army to be certified as a Director of Health Promotion and Wellness by the Cooper Institute. (MSG/91C)
- Through articulate and precise planning was able to save \$90,000 during UMARK operational test. (MSG/67Z)
- Supervised extremely successful Counter-Drug, Humanitarian, Mine Awareness and JCS exercise deployments in 19 Latin American nations. (MSG/37F)
- Assisted Fort Gordon's BOSS program in being selected number 3 out of 60 other CONUS installations (SGM)
- Consistently received excellent evaluations from nine rotational battalions for 16 separate events (MSG)
- Personal commitment resulted in S-3 receiving commendables in all areas during the last BCI (SFC)
- Crime Prevention Program rated best on the installation by the Provost Marshal's Office (SSG)
- Her superb managerial skills have resulted in our clinic winning the Access to Care award for 3 years (SSG)
- Trained section to score over 1135 points out of a possible 1200 on the howitzer section evaluation (SSG)
- Mentored and trained soldier who won soldier of the month and soldier of the quarter (SGT)
- Battalion recognized by CSA as Army's best electronic warfare unit (CSM)
- Developed a system to monitor SSSC account which will save thousands of dollars (SGM)
- Rewrote, edited, collected, and published a 600 page TACSOP in 2 months including many after-duty hours (MSG)
- Provided quick first aid to his crew member which resulted in saving the soldier's finger (SFC)
- Coached the maintenance section to a first place finish on Brigade 3d Quarter Maintenance Inspection (SSG)
- Played a key role in earning over five thousand dollars for the Battalion Recycle Program (SSG)
- Won 1998 American Drug Free Powerlifting Association Men's National Competition (SGT)
- Dining Facility received a 1st Place rating from the Health Promotion Council (CSM)
- Received the Medical Order of Military Merit from the Surgeon General for sustained superior performance (SGM)
- Barracks selected as the post representative in the TRADOC community of Excellence Competition (1SG)
- In the absence of an officer, commanded the detachment on two separate missions at JRTC (SFC)
- Wrote Directed Energy Warfare training pamphlet displaying excellent staff skills (SFC)
- Marksmanship instructions resulted in 96% of the detachment firing expert with the M16A2 (SFC)
- Complimented personally by the TRADOC IG for having a superior training program (SSG)
- Took an inherited unsatisfactory section to commendable rating at NTC (SSG)
- Coached battalion biathlon team which won Division competition (SGT)
- Received a rating of best supply operations, during first quarter FY 98 (SGT)
- Hand-picked to march as a member of the CINCUSAREUR Honor Guard (SGT)
- Processed over 1,000 VSI/SSB applications with a crew of 3 soldiers with 0% late (SGT)
- His leadership was the reason battalion won EUSA maintenance, supply, DFAC, Installation Award (CSM)
- Selected to act as the Battalion Commander Sergeant Major, each time performing superbly (1SG)
- His superior leadership contributed to the unit being selected as the FORSCOM 1993 Itchner nominee (1SG)
- Selected over 17 other SFCs to be a Senior Continuity Drill Sergeant to train and assist USAR Cadre (SFC)
- Selected over 70 SFCs and 10 MSGs to be First Sergeant of the largest company on Fort Riley, KS (SFC)

- Earned the Expert Infantryman's Badge (SSG)
- Received the Leadership Award while in BNCOC (SGT)
- Insight on realignment of organization and redistribution of property avoided spending over \$2M of BRAC 96 money for furniture (SGM)
- Supervised Safe Haven food operations in support of 10,000 migrants and 4000 military (SGM)
- Submitted over 300 NCOERs and OERs this period - "O" late to DA (SGM)
- His outstanding duty performance led to his recent selection to serve as Brigade CSM by the 69th ADA Brigade Commander (CSM)
- Led his school through the best accreditation in 17 years of the NCO Academy (MSG)
- Leadership and guidance were instrumental in platoon being awarded Honor Platoon for Cycle 1-98 (SFC)
- Strong mentoring produced one soldier of the quarter, one NCO of the Quarter, and one Audi Murphy Club member (SFC)
- Trained all officer students to achieve the field entry standard for NBC critical tasks (SGT)
- Processed in one week over 73 awards for presentation at April's Battalion Command Information Briefing (SGT)
- Performed in SSG slot as task force NCOIC during Feb 98 NTC rotation supervising 7 Chaplain Assistants (SGT)
- Accurately processed 99% of the Division's temporary duty travel orders with a one day turn-around (SGT)
- Flawlessly planned, coordinated and executed over 85 vessel missions
- Provided outstanding coordination and execution of 20 special assignment airlift missions
- Successfully completed the Hazardous Cargo Course in the top 5 percent of class number AMMO-L17-OS

NEEDS IMPROVEMENT

- Failed to meet APFT standards for the two mile run and sit-ups with a total score of 148.
- Lack of supervision over subordinates and failure to follow procedures resulted in the loss of \$2,000 worth of equipment.
- Demonstrated little concern for the security and accountability of sensitive items during cyclic field exercises.
- Improper purchase from subordinate adversely affected morale and discipline within the section.
- Consistently failed to meet administrative suspenses.
- Counseled by the Battalion CSM for having the most disorganized platoon in the company.
- Failed to develop subordinates; did not perform mandatory performance counseling for the NCO-ER.
- Many times has failed to inspect soldiers and their equipment (SFC)
- Perception of improper conduct adversely affected morale and discipline within the Division (SFC)
- Unexcused absence from duty left platoon enlisted soldiers unsupervised (SFC)
- Failed to comply with instructions of superiors on several occasions (SSG)
- Encouraged soldiers to grow by cheating for each other (SSG)
- Integrity compromised upon submission of false documents (SGT)
- Constantly complains about time spent in the field (SGT)

STRONG SENIOR RATER PERFORMANCE AND POTENTIAL BULLETS

The following examples are from four individual reports in which the senior rater provided strong bullet comments regarding performance and potential:

- Promote to SFC immediately.
- Select for SFC now.
- Top 5 percent of all SSGs I have worked with in my past 11 years of service.
- Send to ANCOC now.
- Select for service in positions of greater responsibility ahead of peers.
- Unlimited potential; tomorrow's leaders; promote now
- Absolutely outstanding NCO whose performance and abilities clearly outdistance that of his peers.
- Capitalize on his leadership abilities and select for Drill Sergeant School.
- Clearly capable of serving with distinction in the most demanding and critical assignments.
- Promote immediately ahead of peers.
- Promote immediately, place in leadership positions
- Send to ANCOC and assign as a trainer of soldiers
- Would be an invaluable asset on any Battalion Staff.
- The epitome of a professional NCO warrior; a model for all others to emulate.
- Unlimited potential; clearly a future First Sergeant.
- Promote first time eligible in the secondary zone.
- Outperforms 99 percent of his peers; clearly the best NCO in the battalion.
- Unlimited potential, promote now, send to 1SG's course and assign as a 1SG
- His demonstrated competence and potential deserves immediate promotion to MSG
- Recommend for assignment as First Sergeant in a TO&E Company
- His leadership is directly responsible for his platoon being rated number one of twelve
- Select for Battle Staff NCO and 1SG Course
- Is ready to be a First Sergeant now.
- Top notch NCO who leads from the front.
- Has potential to perform well at higher organizational levels.
- Promote now, will be excellent combat engineer unit First Sergeant.
- 1SG of the best battery in the battalion, must select for SGM Academy
- A must for assignment as AG Sergeant Major.
- An outstanding motivator of troops; serves the Army best in leadership positions.
- Select now for CSM and critical troop leading assignments.
- Unlimited potential; ready to be a platoon sergeant now.
- Superb performer; very loyal; self-starter.

OTHER EXAMPLE POTENTIAL BULLETS SOUGHT OUT BY BOARD MEMBERS

- Promote now/immediately
- Promote to SFC with/ahead of peers
- Promote if room
- Do not promote
- Send to ANCOC immediately

HEIGHT, WEIGHT, APFT AND PROFILE INFORMATION

The following information is provided to assist you in the preparation of personnel evaluations and related administrative data.

APFT: Per AR 350-41, para 9-8b(1), active duty Army soldier will take the APFT at least twice each year. A minimum of 4 months are required between record tests. Accordingly, if a soldier does not take a test within 8 months after the previous APFT, he/she will be in the 9th month - with 4 months minimum until the next record test, a soldier will not meet the 2 per 12-month standard of the regulation (9+4=13). Medical profiles are an obvious exception (see below).

* On the evaluation, the entry for the APFT will reflect the ratee's status on the date of the most recent APFT administered by the Unit within the 12 month period prior to the last rated day of supervision (thru month). If a NCO has taken two tests within a year, can they choose which APFT score to use? No. The entry reflects the NCOs status on the date of the Unit's most recent APFT (Remember, the commander can direct an APFT be given to one person; the score can be used as long as the APFT is taken within the rated period). If an NCO has a permanent profile and is authorized to take the alternate event test, then the entry must reflect that the NCO completed the APFT, not that they have a profile (comments are also required; see below). The entry will read "PASS YYMM" or "FAIL YYMM" or "PROFILE YYMO".

- Comments are mandatory for an entry of "FAIL". Rating of "Needs Improvement" must reflect actual APFT Score. Example bullet:
 - o Failed to meet APFT standards for the two mile run and sit-ups with a total score of 149
- Comments on "PROFILE are mandatory. If an NCO has a profile which prevents them from taking the APFT, a bullet comment is required on how the profile affects their ability to perform their normal duties, not their ability to take the APFT.
- If no APFT within the last 12 months and no profile, the entry is left blank and the rater must explain why.
- For a pregnant soldier, if an APFT was completed prior to pregnancy and within the last 12 months, those results will be entered. If not taken due to pregnancy within the last 12 months, the entry will be left blank and the comment "Exempt from APFT requirements according to AR 40-501" will be entered.

Failure to pass the APFT or failure to take the APFT within the required period will result in flagging of the soldier IAW AR 600-8-2, para 1-13. Soldiers who fail consecutive APFT's may face elimination action.

If a soldier receives a profile, the appropriate code must be entered (1,2,3, or 4) on the DA Form 3349 in the PULHES rating. All medical documents pertaining to the type and length of the profile

must be given to the Company Training NCO to track APFT exemptions and availability for testing. Soldiers with permanent or extended temporary (more than 90 days) profiles should have the medical authority indicate an alternate APFT, if appropriate. The alternate APFT is entered the same way as the regular APFT on the evaluation - there is no distinction.

HT/WT. IAW AR 600-9, Section III, para 20, at a minimum, all soldiers will be weighed-in when they take the APFT or at least every six months.

* On the evaluation, enter the rated NCO's height and weight (inches and pounds) respectively as of the unit's last weigh-in. If there is no weigh-in during the period covered by the report, the rater will enter the NCO's height and weight as of the "THRU" data of the NCO-ER. An entry of "YES" or "NO" will be placed in the space next to the weight to indicated compliance or noncompliance with AR 600-9. Sample entries "72/180 YES" or "68/205 NO".

- The requirement to enter the bullet "Within body fat standards of AR 600-9" for NCOs who exceed the weight for height screening table, but are within the body fat standards for his/her age group, was deleted by MILPER Message 98-044.

- Rater will comment on a "NO" entry, indicating noncompliance with the standards of AR 600-9 in Part IVc. Comments will indicate the reason for noncompliance: Medical conditions may be cited for noncompliance, however the "NO" entry is still required because medical waivers to weight control standards are not permitted for evaluation report purposes. The progress or lack of progress in weight control programs will be indicated.

- For pregnant soldiers, the entry will be left blank and the following statement placed as a comment: "Exempt from weight control standards of AR 600-9"

* Soldiers not in compliance with the Ht/Wt screening tables and body fat standards of AR 600-9 will be flagged and placed in a weight control program. Personnel are required to weigh-in at least monthly to track progress. Failure to maintain progress will result in elimination actions.